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**THE CONTRIBUTION OF PRIVATE COMPANIES IN SECURITY PROVISION FOR
CORPORATE ORGANIZATIONS IN NAIROBI CITY, KENYA**

BY

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DECLARATION

This thesis is my original work and has not been presented for examination in any other University

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DEDICATION

To my loving Dad James Kinyua, Mum Teresia Kinyua and my ever supportive Uncle Cornelius Mureithi.

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I wish to express my deepest gratitude to my supervisors, Dr. W.A.P Otenga and Dr. Daniel Muia for their professional guidance and assistance in putting this thesis together. I am also grateful to my family for their prayers and support throughout my entire academic life. I am also indeed thankful to my good friend Jonathan Lando for his tireless commitment towards making this document a success and most of all I thank God for giving me the strength and knowledge that has brought me this far.

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LIST OF ABBREVIATIONS

CID	Criminal Investigation Department
COESS	Confederation of European Security Services
IBEA	Imperial British East Africa
KIPPRA	Kenya Institute for Public Policy Research and Analysis
NGOs	Non Governmental Organisations
OSAC	Overseas Advisory Council
PSCs	Private Security Companies
PSAs	Private Security Agencies
PSI	Private Security Industry
UN	United Nations
UNDP	United Nations Development Program
UNCHS	United Nations Centre for Human Settlement
UNESCO	United Nations Education Scientific and Cultural Organization
UNEP	United Nations Environmental Program
UNICEF	United Nations Children's Fund
US	United States
KRA	Kenya Revenue Authority

DEFINITION OF KEY TERMS AND CONCEPTS

- Crime:** A violation of norm that is codified in a law and is backed by the power and authority of the state.
- Guard:** To protect or secure from danger, loss or damage.
A person who keeps watch over something or someone
- Private Security:** security services offered by other entities apart from government Organizations on a contractual basis
- Protection:** Keeping away from danger, loss, damage or injury.
- Sample:** A small part of something intended as a representative of the whole.
- Security:** The state of being free from danger or injury.

ABSTRACT

According to Gimode, (2001), crime and insecurity are as old as human society. Initially it was the state's responsibility to solely protect its citizens against threats and enhance security, however, over the years we have seen other non-state actors such as private security companies (PSCs) emerge and gain popularity in security provision especially among corporate organisations (Tilly, 1987). Therefore, this study investigated the contributions of private companies in security provision for corporate organizations in Nairobi. The specific objectives of the study endeavored to highlight the services that private security companies offer, extent of customer satisfaction and the challenges that private security companies face in their line of duty. The study also gave suggestions on how PSCs can improve on service delivery. The theory of social control and the division of labour were used to guide the study. The designated area of study was the city of Nairobi and the study was implemented using a cross-sectional survey design where purposive sampling technique was applied. The sample size comprised of 323 security personnel from the selected private security companies who were the main respondents. The study also considered the views of 10 managers and 10 clients of PSCs who were the key respondents. The study objectives were achieved through, both quantitative and qualitative data where questionnaires and interview schedules were the preferred data collection tools. The data collected was coded and analyzed using the Statistical Package for Social Sciences (SPSS). The findings were then presented in tables, percentages, pie charts and graphs. The study findings revealed that the services provided by the PSCs include: manned guarding, dog services, mobile response, close person protection, cash management services, electronic security and security consultation services with majority of the respondents (79%) working as manned guards. The study revealed that perceptions of customer satisfaction among clients were very high with all of them saying that they are satisfied with the services they are receiving from the PSCs serving them. Looking at the same issue from the providers perspective, the private security personnel and management shared the same sentiments as the clients saying that customer satisfaction was high among their clients. The study revealed that PSCs do encounter some challenges in their line of duties that include: long working hours, low pay, lack of adequate working equipment, harassment and abuse from some of the clients and visitors, poor health, armed robberies, poor communication between personnel and clients, doing assignments out of their job description, clocking and shortage of staff in given assignments. Various suggestions were put forward by the PSCs personnel on what can be done in order to improve on service delivery. They include; pay increment, reduction of working hours, provision of adequate working equipment, and deployment of more staff to various sites in order to reduce staff shortages and management prompt intervention to reported challenges. Based on the study findings it was concluded that indeed private security companies do contribute in security provision for corporate organisations through a variety of services tailor made to suit clients security needs. Notably, the characteristics of their personnel are in line with the private security industry associations' requirements thus promoting professionalism in the sector and provision of quality services leading to customer satisfaction. It was also concluded that undeniably the PSCs personnel do encounter some challenges in their line of duty that affect service delivery. In view of the above conclusion the following recommendations were made: that the government through the Ministry of Labour and Ministry of internal security should set mandatory standards that all PSCs should comply with in areas of employment-related issues such as salaries and wage, insurance, vetting and training. The study also recommends that the professional security associations in the country, that is: PSIA and KSIA should come in and help promote self-regulation and professionalism of the sector. Lastly, the study recommends that the government through the ministry of Internal security should establish an effective enforcement mechanism where regular audits and inspections will be conducted in all the PSCs before license renewals in order to get rid of quacks in the industry. Recommendations for further research include: a study to be conducted to shed some light on the roles of the professional security associations in Kenya that is, KSIA and PSIA and a study should also be conducted to establish the impact of the expanding private security industry on crime.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Crime is one of the major factors that define the investment climate for private businesses to thrive. A good investment climate attracts private investments by assuring business security which is influenced by security of both property and individuals (KIPPRA, 2004). The need to feel secure is not a recent phenomenon because human beings have always been concerned about their security, both at personal and collective levels. This has been the case because security strongly influences people's means of livelihood (Hyden, 1995). According to Albert (1998), there can be no pursuit of meaningful sustainable development in a situation marked by uncontrolled crime, because it breeds and accompanies insecurity.

Crime and insecurity in Nairobi and in Kenya as a whole have been an issue of concern. According to reports by the UN Habitat (2008) insecurity remains a major challenge in the country with robbery, burglary, theft and assault being particularly prevalent. The country has also been considered one of the most insecure places in the world to the level that it has at times attracted travel advisory bans from the UK and the United States of America. Moreover, Nairobi was cited as one of the most insecure cities in the world from 2002 to 2008 and was downgraded from class B to C in the UN Security Classification (ibid).

According to The Kenya Economic Survey (2004), it is reported that increased in security challenges, incidences and threats have constrained social and economic development in the country in a number of ways including reduced markets, demands, work hours, turnovers, increased expenditures on replacement of stolen or broken items and increased expenditure on additional security. In addition, the same report indicates that security risks also affect investment decisions where firms opt to divert or postpone making investment decisions due to the feeling of insecurity discouraging new entrants into the market. Therefore, insecurity slowed down business growth and investment deterring employment creation and poverty reduction.

The prevalence of crime and heightened state of insecurity in Nairobi city also constrains space for social meetings leading to a reduction in people's choice of social places such as

entertainment and recreational places. Crime and insecurity have also exerted pressure on the available time for operation among individuals. This has forced them to have self-imposed curfews where after certain hours, it is seen as risky to be in some places within the city limiting the available opportunities for social expression (KIPPRA, 2004). According to the same report, “certain coping strategies in the context of increasing insecurity have made Nairobi residents captives in their own space and lives. Most residents especially the upper and middle classes, have erected barricades, put up electrical fences, multiple grilled doors, lock systems, etc. These structures have adverse social consequences in that they lock out individuals and families from the physical and social world. This creates a feeling of alienation and isolation, and also poses risks incase of accidental fire outbreaks, as it may be difficult to evacuate the occupants with ease”. However, according to the Annual Police Crime Reports (2005, 2008, 2010), this was not the case because in the last decade, the security situation in Kenya was characterized by a significant decrease in all categories of crime. In 2010, it was reported that the national crime trends decreased by 5% or 3293 cases as compared to the same period in 2009. The report also indicated that during this period the country experienced decreased cases of various types of crime such as breakings, vehicle related thefts, offences against persons, criminal damage, theft by servant and robbery.

The Kenya Police Force (KPF) is a national force established under the Police Act, CAP 84 of the Laws of Kenya and is charged with the responsibility of maintaining law and order, protecting life and property, detecting and preventing crime, preserving peace, apprehending offenders and enforcing all laws and regulations. However, the KPF continues to experience a wide range of challenges and difficulties, which undermine their efforts to live up to their mandate most of which are related to inadequate funding such as shortages of personnel and logistic issues (Kenya Police Strategic Plan 2008-2012). On the contrary, the KIPPRA (2004) report indicate that there was an increased government expenditure from 1.76% of GDP in 1999 to 2.46% of GDP in 2003 on public order and safety which was also accompanied by increased reported cases of crime from 74990 in 1999 to 77340 in 2003. The report concludes that “this was a reflection of an effective deterrent mechanism where the government machinery charged with ensuring law and order was not operating efficiently even with increased funding” (ibid).

Currently, the ratio of the police officers to the population stands at an average of 1: 850 which is way below the UN recommended ratio of 1:450. The KPF aims to raise this ratio to the UN recommended ratio in subsequent years (Kenya Police Strategic Plan 2008-2012).

Largely due to the wide range of challenges and limitations the KPF faces, this has led to the need to either extend and/or delegate that mandate to other institutions/agencies in the societies. The Kenya Police Review (2005) states that, “the potential impact of community and private sector partnerships in enhancing policing cannot be underestimated”. The review recommends that the strategy of partnerships between Kenya Police Force, community and private sector agencies should be pursued as a measure of complementarity in circumstances of limited resources. However, the review also emphasized that such forms of interaction are prone to abuse making it necessary to exercise extreme caution and that the models of such partnerships must be drawn in a way that they reflect the realities of the Kenyan situation (ibid).

Indeed, largely because of the challenges and limitations experienced by the state security agents, a large proportion of establishments and/or class of individuals have engaged in one way or another services of the private security agencies. KIPPRA (2004) reports that despite the police annual reports showing decline in crime levels over the years, a big portion of firms especially the corporate sector in Nairobi still feel unsafe while conducting businesses within the city and also feel that crime poses a threat to their business operations. The non-business communities, who are the clients for these business firms, also feel unsafe carrying out business transaction in Nairobi. The same report also says that consumers of security services especially the corporate sector have taken up extra measures to beef up their own security by making their own provision in terms of infrastructure investment such as installing electric fences, alarm systems, putting window and door grills and/or by employing security guards in a bid to make illicit entry more difficult.

With state security organs no longer being monopolists in security provision in most countries of the world, security provision requires a clear-cut definition between public and private security actors even though they have both co-existed for many years (Isima, 2007:4). Though some private security providers like vigilantes, home guards, mercenaries, neighbourhood watches and

village nocturnal volunteers are in existence, they are not easily visible because they are not institutionalized and their presence is occasioned by ongoing security threats. However, there are some like the private security companies (PSCs) which are business entities operating openly, are easily noticeable and are accepted for their services (ibid). These registered groups are currently the most prevalent category of private security in most parts of the world and are said to have surpassed the public security agencies by large margin (Abrahamsen & Williams 2005). In Kenya, PSCs employ over 300,000 individuals as compared to the 40,000 working in the Kenya Police Force (Mkutu & Sabala, 2007)

A Private Security Company is a registered civilian company that specializes in providing contract commercial services to domestic and foreign entities with the intent to protect personnel and assets within the rule of applicable domestic law (Hess, 2009). A private security company personnel (security officer) is a formally employed person mostly under contractual obligation who is paid to protect property, assets or people (ibid). In Kenya, "PSCs are defined by their provision of essentially defensive, unarmed services to businesses, property owners, offices, residents and embassies" (Mkutu & Sabala 2007). Often, the formal private security officers are uniformed and act to protect property by maintaining a high visibility presence to deter illegal and inappropriate actions, observing (either directly, through patrols, or by watching alarm systems or video cameras) for signs of crime, fire or disorder; then taking action and reporting any incidents to their client and emergency services as appropriate (ibid). It will be noted that many security firms and proprietary security departments practice the "detect, deter, observe and report" methodology (Kuku, 2010) Security officers are also often trained to perform arrest and control procedures (including handcuffing and restraints), operate emergency equipment, perform first aid, CPR, take accurate notes, write detailed reports and perform other tasks as required by the contractee they are serving ((Stenning, 2009).

The principle of modern police can be traced to 1829 when uniformed and salaried police officers were employed full time for the first time in history. However, it is World War I and II that accelerated development of the private security agencies/companies. More specifically it is World War II which saw considerable military men trained in law enforcement and intelligence

being absorbed in private security agencies in order to address a wide range of challenges including property, espionage and sabotage (Perlo-Freeman & Skons, 2008).

At present, the United States has more than 10,000 private security companies that bring in revenue of more than \$15 billion each year. Those employed by private security companies far outnumber public police employees and their numbers are expected to increase faster than that of other businesses (Daily Nation, 2011: 7). This is a common trend in most countries of the world where by the year 2000, the global security services market was estimated to be worth US\$83 billion, with a predicted continued growth rate of 6% to 8% per year (Abrahamsen & Williams 2005). In Kenya, the proliferation of PSCs has seen the industry have an annual turnover of nearly 2 billion Kenya shillings in the last two decades (KIPPRA 2004). As documented by Mkutu (2007), in Nairobi alone, there are approximately 450 PSCs some of which are under the two existing associations of the Kenya Private Security Agencies, namely; Kenya Security Industry Association (KSIA) and Private Security Industrial Association (PSIA).

In Kenya the private security industry is increasingly being recognized as playing an important role in fostering conditions conducive to development, investment and growth (KIPPRA 2004). However, since there has been no recent extensive research on the private security sector both by scholars or even independent bodies to document about their nature of work, their operational methodologies and experiences while on duty a study of this nature was necessary.

1.2 Statement of Problem

With increasing population demanding more security, varied levels of crime and limitations of public security agencies, PSCs have stepped in to provide complementary resources and capability for managing insecurity largely to the corporate sector in the country. In Nairobi, the corporate sector invests a lot of money in PSCs in a bid to maximize their own security. For instance, a business complex such as the Village Market spends an average of Kshs.500,000 (approximately us \$ 6000) per month on private security alone (Mkutu & Salaba 2004). However, even with the exponential growth of the industry and heavy investments by corporations in obtaining private security it was not clear what exact services they offer, the

challenges they encounter in their line of duty and if the services they offer work to their client's satisfaction. It was in view of these observations that a study to examine the contribution of private companies in enhancing security for corporate organizations in Nairobi, Kenya was carried out.

1.3 Purpose of the Study

The contribution of private companies in security provision for corporate organizations in Nairobi, Kenya.

1.4 Objectives of the Study

1. To ascertain the qualities of PSCs personnel
2. To highlight the services PSCs offer.
3. To find out the extent of customer satisfaction by PSCs clients.
4. To identify the challenges PSCs face in their line of duty.
5. To suggest how PSCs can improve on service delivery.

1.5 Research Questions

Essentially, this study was designed to answer the following key questions:

1. What are the qualities of PSCs personnel?
2. What services do PSCs offer?
3. To what extent are PSCs clients satisfied with the services they are getting?
4. What are the challenges that PSCs face while offering their services?
5. What can be done to improve service delivery of PSCs in Nairobi?

1.6 Justification of the Study

The private security industry in Kenya is increasingly being recognized as playing an important role in fostering conditions conducive to development, investment and growth. The proliferation of PSCs in Kenya and particularly in Nairobi has been necessitated by continued challenges and experienced limitation of police, increasing population, poverty and unemployment resulting in

increased and varied levels of crime. With the state security organ still present, these companies provide complementary roles, strategies and mechanisms in security management.

With the PSCs rapidly gaining popularity in the country, the presence of their personnel has become prominent in Nairobi. It has become normal for one to easily spot private security personnel in residential areas; state-owned buildings and mostly in corporate organisations who form their largest market share as compared to state security actors. It was therefore necessary to find out what exact services these PSCs offer especially to corporate clients, their perceptions on customer satisfaction and the challenges they encounter in their line of duty. It is for this reason that this study on the contribution of private companies in enhancing security for corporate organizations in Nairobi was conducted.

1.7 Significance of the Study

Since policy formulation heavily relies on research findings, it is therefore expected that the study will help in policy formulation that can be adapted by the PSCs and other security provision actors in Nairobi. It is also expected that the findings of this study will provide suggestions and influence proper management of PSCs on effective service delivery. The information generated through this study will add to literature already published in this area. Moreover, the findings of this study are expected to generate interest among other researchers in a bid to advance research in this area.

1.8 Assumptions of the Study

The study assumed that the respondents from the sample selected will be co-operative. It was also assumed that all respondents gave truthful and precise information upon which the study drew objective conclusions. The study also assumed that the samples selected during the study were a real reflection of the entire population.

1.9 Scope of the Study

The study was conducted only in Nairobi which is the capital city of Kenya. It confined itself to collecting data through questionnaires and interview schedules. The study also focused only on active registered PSCs.

1.10 Limitations of the Study

There were a number of limitations that arose during the execution of the study. First, the information related to police remained secondary sources largely because of bureaucracy and inavailability of data to the public. Second, the study was restricted largely to formal private security companies, particularly to security personnel, in the primary data collection. Third, while it was estimated that there were over 450, private security firms in Nairobi, these companies continue to be incorporated in Kenya just as business companies which made it difficult to establish the exact number. However, the population of the study was obtained from two existing associations of the Kenya Private Security Agencies namely; Kenya Security Industry Association (KSIA) and Private Security Industrial Association (PSIA). Nevertheless, the data obtained were adequate to provide understanding of the security systems in Kenya, the role of public security agencies and private security agencies.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.0 Introduction

This chapter reviewed literature under the following sub-headings: the social perspective in understanding crime, social impact of crime, economic impact of crime, security challenges and crime levels in Kenya, security challenges and crime levels in Nairobi, police mandate and role, police challenges and limitations, global perspective on private sector security companies, private security companies in Kenya, private security companies in Nairobi, rationale for expanded private security companies, licensing and regulations, private sector challenges and limitations, impact of private companies on security and possible area of collaboration with formal security agents in Kenya,

The chapter also reviewed two theories which were found relevant to the study. These were: The Theory of Social Control by Travis Hirschi and the Division of Labour Theory by Emile Durkheim. A diagrammatical conceptual model was used to indicate the relationship between variables of the study.

2.1 Literature Review

Relevant literature to the study used to inform the study was reviewed and presented below under various sub headings.

2.1.1 Social Perspective in Understanding Crime

According to Siegel (1995), the decision to commit crime is a matter of personal choice based on evaluating the possible opportunities and risks at hand. In support of this, Rational choice theory argues that criminals evaluate the risk or apprehension, the seriousness of expected punishment and the potential gains one is likely to derive from engaging in criminal activities making criminal behaviour not a random decision at all. This theory further argues that by imposing heavy penalties and making it difficult to commit crime can be a measure to control it (ibid).

The structural and organizational perspective views crimes as a product of social change where poverty and alienation can be used to explain levels of crime (Stavrou, 2002). According to

Siegel (1995), communities with high percentage of people living in poverty experience high crime rates where crime is viewed as a function of mismatch between goals that people have and the means of legally obtaining them. Whereas social and economic goals are common to people despite which social stratification they fall in, the ability to realize them largely depends on socio-economic class they are in. When members of a class are unable to achieve their goals successfully within conventional means, they suffer from strain and if these people are unable to accept their condition or if the state of anomie prevails, they can choose alternative means of success outside conventionally legal methods making them prone to criminal behaviour (ibid).

2.1.2 Social and Economic Impact of Insecurity

“The prevalence of crime and heightened state of insecurity in Nairobi city has constrained social space that is important for meeting individual’s socio-economic and cultural needs constricting the available opportunities for social expression.” (KIPPRA, 2004:11). It has also exerted pressure on the available time for operation among individuals within the city. According to the Economic Survey (2004) report, periods after 5.00 pm are seen as risky time to conduct business or visit certain entertainment places within the city leading to loss in revenue for businesses. Also the existing massive and rigorous security checks especially in popular social and entertainment places infringe on personal and social rights, and individual freedoms. As a security measure, customers are subjected to inspection, which involves body search and questioning that cause discomfort.

The group behaviour being seen among Nairobi residents is as a way of minimizing chances of becoming a victim of crime. The reluctance of most Nairobi residents to respond to calls of distress by crime victims has been attributed to fear of being victimized when responding to distress calls leading to erosion of social values and the moral obligations of citizens being mindful of each other’s welfare. Also, “a considerable size of Nairobi residents have been subjected to forced migrations due to criminal attacks on their residence or members of their families. The social cost arising from forced migrations is severing of existing social networks and contacts that had been established in the previous residence and change of socialization environments, which mainly affects children following relocation from familiar physical and the

social environments. It also curtails and limits the frequency of social contacts due to increased distance arising from change of place of residence” (KIPPRA 2004:12).

Crime influences investment rate and therefore, growth of funds. Crime inhibits firms from taking advantage of various opportunities that would reduce their cost of operations. This is because they do not take advantage of opportunities such as lower rent and business locality if they feel a place is insecure. Insecurity also influences shopping behaviour in terms of time, place, goods and service and also shopping patterns. Most people prefer shopping during the day to late in the evening or at night because they consider them to be very risky hours. Residents also buy commodities in small units/quantities that are easy to carry and do not attract attention (The Economic Survey, 2003). Crime has also conditioned daily routines in terms of when activities will be carried out with most businesses limited to operating for 9 hours between 8am and 5pm with a few service and commercial businesses extending their opening hours up to 8pm. This makes firms incur an opportunity cost in terms of foregone income that they would have earned if they were to operate longer (The Economic Survey, 2004). Consumers of security services are spending exorbitantly on provision of extra security services. With the perceived inefficiency in provision of public security services, business firms are spending 7% of their total sales or 11% of their total cost on both infrastructure and personnel (Annual Progress Report Kenya, 2005).

2.1.3 Reported Security Challenges and Incidences in Kenya

Like several African countries, Kenya is vulnerable to security threats. These include threats from ethnic clashes, civil wars, murder, arson, armed robberies and individualized personal threats arising from enmities and family conflicts and terrorism. However, it has been reported that poor economic growth and unemployment are key factors contributing to insecurity and criminality in Kenya (UNDP, 1999).

The Economic Survey (2004) reported an increase of 9.8% in the number of reported crimes in Kenya between 2002 and 2003. The report also estimated that over 37% of Nairobi residents were at one time victims of robbery in the year 2002. However, according to the Annual Police Crime Report (2005, 2008, 2010), the period between 2005 and 2010 security situation in Kenya

was characterized by a significant decrease in all categories of crime. In 2010, it was reported that the national crime trends decreased by 5% as compared to the same period. The report also indicated that the country experienced decreased cases of theft of stock, breakings, vehicle and other thefts, other offences against persons, criminal damage, theft by servant, dangerous drugs, robbery, homicide, and stealing. This decline could be attributed to the fact that over the same period, Kenya had been experiencing growth in private security industry whose aim is also to enhance security.

Table 2.1: Offences in Kenya from 2005 to 2010

Offences	2005	2006	2007	2008	2009	2010
Homicide	2313	2090	1912	2037	1864	1800
Offences against morality	3153	3525	3673	3116	3496	3972
Other offences against persons	17304	18723	17831	16496	1767	1609
Robbery	6936	5234	3492	3401	2462	2305
Breakings	8454	7420	6637	6626	5933	5270
Theft of stock	2219	2209	1568	1269	2414	1844
Stealing	12589	10874	10749	11435	10115	9876
Theft by servant	2874	2700	2169	2387	2292	2121
Vehicles and other thefts associated with vehicles	1718	1660	1221	1358	1236	1124
Dangerous drugs	6356	5821	5401	4407	4633	4290
Traffic offences	38	62	46	120	92	41
Criminal damage	3236	3518	2270	3760	2865	2633
Economic crimes	1390	1873	1908	1898	1904	2169
Corruption	107	252	177	133	149	56
Offences involving police officers	29	76	32	33	50	30
Offences involving tourists	32	84	10	6	3	1
Other penal code offences	6652	6104	3732	3994	4145	4059
TOTAL	75,400	72,225	63028	63476	61120	57827

Source: Kenya Police Annual Reports, 2008 and 2010

2.1.4 Reported Security Challenges and Incidences in Nairobi

Urbanization has brought with it opportunities and challenges where slum areas remain the major hub of security threats both to the city suburbs and slum dwellers themselves. These slums have risen from uncontrolled rural urban migration, unemployment, underemployment and they harbor criminals who pose security threats (Ngugi et al., 2004).

A victimization survey in Nairobi found that 66 % of its respondents had been victims of crime at least once, while 86 % had witnessed crime within the city (Stavrou, 2002). In October 2004, a study by Steadman Research Service International (SRSI) found that 26% of the city residents had been subjected to some form of criminal attacks which 71% of the attacks were at night. Out of the burglary and robbery with violence cases reported in the country 64% had occurred in the urban areas (SRSI, 2004). According to Ngugi et al., (2004), there is a clear sense among the population that crime is becoming more violent, more ruthless and also more organized. However, according to annual police reports, crime trends in Nairobi have also been characterized by a significant reduction in crime levels between 2005 and 2010.

Table 2.2: Provincial crime report from 2005 to 2010

PROVINCE	2005	2006	2007	2008	2009	2010
NAIROBI	12300	11302	6395	4667	3984	5097
R/VALLEY	15320	14730	12590	9445	16887	15790
CENTRAL	12237	10900	10187	12130	8331	7584
EASTERN	9454	9812	9615	9704	8431	7625
NYANZA	7913	7962	7756	8739	7358	6354
COAST	8629	8601	8182	9639	7805	7357
WESTERN	8564	7600	7088	7402	7234	6731
N/EASTERN	605	949	786	849	872	1003
RAILWAYS	270	204	148	122	129	180
KAPU	126	165	281	279	89	106
TOTAL	75400	72225	63028	63476	61120	57827

Source: Kenya Police Annual Report, 2008 and 2010

2.1.5 The Role and Mandate of the Kenya Police

According to the Kenya Police annual report (2010), Kenya Police Force (KPF) was established in 1896 as armed security force governed by Indian police statutes. In 1906, the Kenya Police was established under the Police Ordinance and later in 1911, a Police Training School was established. In 1920, the modern Kenya Police was founded. With attainment of independence in 1963, establishment of a professional, neutral police force was imbedded in the Constitution and operationalized with the Kenya Police Act Chapter 84 of the Laws of Kenya.

Accordingly, the Constitution of Kenya reports that the KPF is one of the national forces charged with the responsibility of maintaining law and order, protecting life and property, detecting and preventing crime, preserving peace, apprehending offenders and enforcing all laws and regulations. In a bid to try and meet the security demands of Kenya's growing population, the Kenya government increased the budgetary allocation of the KPF which saw them grow in numbers as summarized in the table below.

Table 2.3: Kenya police force growth and expenditure between 1999 and 2004

KPF	1999/00	% of	2000/01	% of	2001/02	% of	2002/03	% of	2003/04	% of
	Ksh million	Total	Ksh million	Total	Ksh million	Total	Ksh million	Total	Ksh million	Total
Personnel (No. of Employees)	33731		33797		34612		35481		35481	
Total Expenditure	5380	100%	6309	100%	6730	100%	8209	100%	8734	100%
Personnel Emoluments	2693	50%	2681	42%	2597	39%	2788	34%	2900	33%
Other Personnel Expenses	584	11%	1130	18%	1257	19%	1436	17%	1465	17%
Total Personnel Expenses	3277	61%	3811	60%	3854	57%	4224	51%	4364	50%
Operation, Maintenance and Other	2103	39%	2497	40%	2876	43%	3985	49%	4370	50%
Per Capita Expenditure on Personnel	97151		112761		111349		121599		122995	

Source: The Kenya Police Force Review 2005

Between 1999 and 2004, the police force expanded from 33731 to 35481. Accordingly, the budgetary allocations to the KPF grew by 65.3% or Ksh.3.6 billion over the given period. However, “the bulk of the development expenditure goes towards financing disaster and emergency related expenditure, the result being that KPF development projects remain unaccomplished” (Police Force Review (2005)).

2.1.6 The Kenya Police Challenges and Limitations

The KPF today faces numerous difficulties, most of which are linked to inadequate funding. These difficulties undermine KPF's efforts to live up to its mandate especially due shortage of personnel where the KPF needs additional manpower to improve its service delivery. Presently, the KPF is stretched thin across the country with a police officer to citizen ratio average 1:850-which is way below the UN recommended ratio of 1:450 (Kenya Police Annual report, 2010). The department aims to raise this ratio to the UN recommended ratio in subsequent years in line with vision 2030. “Increase in Administrative Unit such as the creation of approximately twenty-five new districts in Kenya has necessitated the establishment of twenty-eight additional police divisions within a period of less than twenty years. Unfortunately, general resources including housing for officers, equipment, arms and motor vehicles to back this rapid expansion of the police force have not been readily available” (The Kenya Police Force Review 2005).

The KPF also lacks the capacity to carry out research on crime and other security related issues. Of the various KPF departments, none are dedicated to doing research on crime, police and security issues (UNDP 2009). Various reports (KIPPRA 2004, The Kenya Police Force Review 2005) continue to indicate that the victims of crimes perceive Police Force as largely incompetent, inefficient, corrupt and unprofessional, and therefore, incapable of offering much assistance in controlling crime.

According to the the Kenya Police Force Review (2005), proposals have been made with a view to address the challenges the KPF is facing. They include the following:

- a) The KPF to reiterate its commitment to increasing the overall police population to internationally acceptable standards.
- b) It should renew its efforts to adequately retrain and equip the police.
- c) It should improve the terms and conditions of employment for the police and provision of adequate amenities such as housing.
- d) It should facilitate an improved relationship between the police and other authorized security actors in society.

2.1.7 Private Sector Security Agencies

Initially, it was the state duty to solely protect its citizens against both internal and external threats (Tilly, 1987). The 'Weberian State' influenced by the views of Max Weber argues that provision of security was the fundamental responsibility of the state where the state was seen as a legitimate provider of security (Hutchful, 2000). However, even during this time when the provision of security was considered to be the state's responsibility, non-state actors such as Private Security Companies (PSCs) already existed. People were not fully convinced that security should remain the monopoly of the state but other actors should be allowed to participate in security provision (ibid).

The principle of modern policing can be traced to 1829 when uniformed and salaried police officers were employed full-time for the first time in history. It will be noted that by 2nd half of the 1800s, formal private security began to emerge. Alan Pinkerton established his private agency in 1850s that was able to function at the national scale in Britain; Brinks Incorporated was formed in 1889 for the purpose of protecting payrolls and property; and William Burns Inc. was formed in 1909 as a private detective agency and became the American Banking Association's Investigative Unit. These companies are referred to as the "Original Three". By 1914, the railroads had obtained authority to create their own security units that could act with full police powers (Carson, 2008).

It will however be noted that it is World War I and II that created a platform for the accelerated development of the private security agencies, more specifically World War II. This saw a considerably large number of military men trained in law enforcement and intelligence being absorbed in private security agencies to address a wide range of challenges for wealthy private property owners ((Perlo-Freeman & Skons, 2008).

As seen in the above premise, the emergence of the private security industry is not a recent phenomenon. In fact, it is believed that international commerce alone was responsible over long periods of time for its security (Wairagu, 2007). In the 19th century mining and oil industries were known to employ their own security forces and it is only during the imperialistic age that states began to cater for the cost of maintaining public security. The eventual predominance of public law in security provision came in the early 20th century with the evolution of security services by the private sector taking place in the 21st century (ibid).

The current dynamism and diversity of state functions have also brought about changes in societies resulting to the expansion and complexity of states' responsibilities. Due to this some states' public functions such as security provision have been privatized leading to further growth of private security companies (PSCs). This is believed to be a common trend in most countries of the world and that by the year 2000, the global security services market was estimated to be worth US\$83 billion, with a predicted continued growth rate of 6% to 8% per year (Abrahamsen & Williams 2005).

In the European Union (EU), the Confederation of European Security Services (COESS) estimated that more than 500,000 s were employed by 10,000 PSCs, a number that has doubled with the expansion of the EU. Currently, 200,000 private security personnel are employed in South Eastern Europe, considerably more than the number of police officers employed in those states (COESS, 1999).

According to Zielinski (2001), the United States (US) spends more money in employing private security than public police forces around the country. In 1990 alone, \$52 billion was spent on private security as compared to \$30 billion on police. At present, The United States has more than 10,000 private security companies that bring in revenue of more than \$15 billion each year. Those employed by private security companies far outnumber public police employees, and the number of private security personnel employed in the United States is expected to increase faster than that of other businesses. It has also been estimated that private security in the US will generate 175,000 new security jobs by 2016 (Daily Nation, 2011: 7).

Similarly, Asia has also been receptive to the foregoing trend. It has a wide base of active PSCs comprised of both local and international companies having offices in Asian cities such as Singapore, Hong Kong and Bangkok (Liss, 2005). The sense of security threat and terrorist attacks in some places in the region such as the October 2002 bombings on the Indonesian island of Bali, are some of the key factors that have encouraged the growth of private security industry in Asia (Langewiesche, 2003).

In Africa just like elsewhere in the world, state security organs have been charged with the responsibility of ensuring the security of people and their property as one of the most fundamental responsibilities of a well-functioning state (Kimany, 2009). The United Nations (UN) recommends one police officer for every 450 citizens, but most countries in Africa fall short of this recommendation. For instance, Tanzania has a ratio of 1:1,298 citizens, and Ghana has a ratio of 1:1,200 citizens. However, this is not the case in all African states, Nigeria has a police-to-citizen ratio of 1 to 400, which is higher than the UN's recommended ratio. Even with this this being the case, wealthier citizens are still turning to the private sector for their security needs. As a result, the number of private security companies has augmented in Nigeria (ibid).

2.1.8 Private Security Companies in Kenya

The rise in crime and the growth of the private security sector in Kenya are intimately connected. The nation-wide, the emergence of private security companies has been seen as an element of protection and security where the state capacities to provide security seem inadequate.

Companies like KK Security and Factory guards now Security Group have operated in the country since before independence, a clear indication that the PSCs industry has a long history in Kenya. Now, there are over 2000 private security companies (PSCs) which operate in the country (Wairagu, Kamenju & Singo, 2004).

Kirunda, (2008:23), notes that a functioning effective security agency or force of any nation state is expected to be primarily involved in ensuring security thrives through detection and prevention of crime. In Kenya, the state security forces which are supposed to provide security are over stretched across the country, especially in urban areas with police to citizen ratio of 1:850 which is far much below the recommended UN ratio of 1:450 (Kenya Police Strategic Plan 2008-2012). Largely because of these challenges and limitations experienced with police, a large proportion of establishments and/or class of individuals have engaged in one way or another the services of the private security agencies leading to the growth in this sector. These security agencies deliver their services through a wide range of methods that include surveillance technology and security personnel.

Table 2.4: Trend of growth in size of the formal private security companies personnel in Kenya

YEAR	2005	2006	2007	2008	2009	2010
G4S	9453	9797	10665	11186	10794	11010
BOB Morgan	6892	7534	8504	9357	9876	10011
BRINKS	1050	1149	1571	1790	2017	2550
TOTAL	17395	18480	20740	22333	22687	23571

Source: Employment records of the three firms.

Wairagu & Singo (2004), predicted that formal private agencies will expand in size (number of security personnel) over the years in response to increasing incidences of insecurity. Available data in Table 2.4 above indicate that the combined number of the security personnel stood at 17395 in 2005 and rose to 23571 by 2010. This is expected to have increased substantially in response to the increases in crime incidences.

2.1.9 Private Security Companies in Nairobi

The growing Kenyan urban economy has provided conditions necessitating the development and use of private security. In Nairobi, the growth of the PSC industry has been complemented by increasing insecurity resulting from conditions created by urbanization and neo-liberal capitalism such as the increase of private properties and urban expansion. This has mainly been boosted by the growth of industrial business concentration, infrastructural development and the location of most administrative centers in the Nairobi. These developments have also acted as rural urban migration pull factors leading to an explosion in the urban population, worsening of urban poverty and inequalities causing an upsurge in urban crime (Makara, 2008). Indeed, due to increased insecurity and state security actors being stretched thin across the country, the state security actors are unable to meet high demands of security especially in urban areas such as Nairobi. Currently, Kenya has a police to citizen ratio of 1:850 which is far much below the recommended UN ratio of 1:450 (Kenya Police Strategic Plan 2008-2012),

Over the last few decades, Nairobi has risen sharply in the fight to make the city more habitable and secure. With inefficiency of state-owned security providers, the citizens have found alternative ways to maximize their own safety through the PSCs resulting to the growth of this sector (Kimany, 2009). A section of Nairobi residents, particularly property owners and the corporate sector have now resorted to acquisition of private security which they rely on to satisfy their present security needs. Currently, Nairobi has the highest concentration of PSCs operating in the country. This is a clear indication that there is high demand for PSCs services in the city. (Sabala & Mkutu, 2004).

Table 2.5: Expanded size of the formal PSCs personnel in Nairobi

YEAR	2005	2006	2007	2008	2009	2010
G4S	5199	5388	5866	6152	5937	6056
BOB Morgan	3790	4144	4677	5156	5432	5506
BRINKS	576	632	864	985	1109	1403
TOTAL	9565	10164	11407	12293	12478	12965

Source: Employment records of the three firms.

The PSCs in Nairobi vary considerably in size, with the majority being small to medium-sized, owner-managed companies, employing less than 100 people while the larger companies such as Securicor (now part of Group4Securicor) employ approximately 10,000 employees. The main market for their services are clients, ranging from industries, banks, government agencies, commercial farms, embassies, international organisations, and non-governmental organizations (NGOs). However, PSCs also offer services to private residences.

The private security market in Nairobi is highly competitive and as a result, the companies fight for superiority and dominance of the market share. Some of these companies offer packages of advanced, integrated security services using the latest technology in a bid to provide quality services and win over many contracts.

2.1.10 Rationale for Expanded Private Security Companies

In Africa, the rise and growth of PSCs can mostly be accredited to the structural adjustment programs (SAPs) that were undertaken in the 1980s. During this period, the IMF and World Bank conditions for loans, stressed on budget tightening as a response to economic crises facing African countries (Migai, 2007). This meant downsizing or privatization of most of the public sectors and outsourcing where necessary including security. In turn, this resulted to a reduction of effective policing and general insecurity in these countries. With the state rendered unable to provide protection for its citizens, the PSCs quickly came in to fill the void. This meant that there was a shift of responsibility in ensuring that human security prevails, creating a platform for the PSC industry to expand and thrive making Africa part of the global private security market (Wairagu, 2004).

Apart from challenges and limitations experienced with police, economic justifications have become increasingly important. Insurance companies (particularly fire insurance carriers) give substantial rate discounts to sites which have a 24-hour presence; for a high risk or high value venue, the discount can often exceed the money being spent on its security programme. This is because having security on site increases the odds that any fire will be noticed and reported to the local fire department before a total loss occurs. Also, the presence of security personnel

(particularly in combination with effective security procedures) tends to diminish "shrinkage," theft, employee misconduct and safety rule violations, property damage, or even sabotage. (Kehoe, 1994).

Security personnel may also perform access control at building entrances and vehicle gates; meaning, they ensure that employees and visitors display proper passes or identification before entering the facility. Security officers are often called upon to respond to minor emergencies (lost persons, lockouts, dead vehicle batteries, etc.) and to assist in serious emergencies by guiding emergency responders to the scene of the incident, helping to redirect foot traffic to safe locations, and by documenting what happened on an incident report. Patrolling is usually a large part of a security officer's duties. Recently, electronic systems have risen in popularity due to their light weight, ease of use, and downloadable logging capabilities.

2.1.11 Licensing, Registration and Regulations of PSCs in Kenya

PSCs are registered as business enterprises under the Companies Acts and therefore there is no special category for security firms as they are categorized as just business. These firms are governed only by the very general business laws that apply to the operation of any company, such as trade licenses, council by-laws, and labour laws. The Memorandum of Association (MOA) defines the functions of the company, limits of the company and also determines the taxes and licenses (Mkutu, 2007).

When it comes to regulation of the PSCs, Africa South Africa is believed to be one of the states with highly effective regulations regulatory bodies in the continent (Mkutu, 2007). Since the late 1980s, the security industry in South Africa has been regulated according to the security officers Act of 1987. In 1994, the South African parliament enacted the private security industry regulatory Act, which established the Private Security Industry Regulatory Authority (PSIRA). All security companies must be registered at PSIRA in order to run as legitimate security service provider in the republic of South Africa. The South African police criminal bureau does thorough background checks and collects fingerprints from their personnel (Afrikaans Newspaper Beeld, 2010). The newspaper also articulated that if one of the company's directors is

found to have a criminal record then, the company's registration is immediately withdrawn by PSIRA where that Company can no longer provide security services in the Republic of South Africa. Also, the personnel of these companies must have a certificate as proof of training done by a Security Company and/or Security Training Academy. The specific courses done must be approved and inspected by PSIRA where security officers are also given assignments and a test with a pass mark of at least 70 % in every single module of the courses (ibid).

In Kenya, the responsibility for private security companies falls under the Minister of Internal Security, located in the Office of the President. However at present, there are no regulations pertaining to the sector, and no special requirement for the registration and licensing of private security companies (The Regulation of Wages in Protective Security Services, 2003).

Currently, there is a draft bill seeking to regulate the sector but has not yet gone to parliament. It is reported that the bill was drafted largely on the model of the South African legislation. There are also to plans to establish a Private Security Industry Regulatory Authority, as well as a Board to oversee it. However, the proposed bill pays scant attention to industry standards in terms of training, wages, and services, and there are also fears that its powers of enforcement may be insufficient. If passed, the draft bill is said to be the first sign that the government has recognized the importance of the private security sector for the overall security situation in Kenya (The Economic Recovery Strategy for Wealth and Employment Creation, 2003-2007).

2.1.12 Private Security Sector Challenges and Limitations in Kenya

The private security companies' personnel have surpassed the public security agents in virtually all countries that engage private security services. However, in Kenya the PSCs continue to witness a wide range of challenges such as; lack of clear mandate, lack of a regulatory operational framework, inadequate harmonization with public security agencies, limited access to majority of the population and they are at times first suspects by the police in case of crime. Majority of them have poor working conditions and lack adequate training to deal with some crimes. The PSCs personnel also often have to deal with well-armed gangs armed with a button handcuff and whistle. (KIPPRA, 2004).

2.1.13 Impact of Private Companies on Security in Kenya

The role of private security firms is viewed as that of supplementing the police in security provision, maintaining peace and security, combating crime and reporting incidences of crime to the police (KIPPRA, 2004). However, it was noted that it is the state organs which have been charged with the constitutional obligation of providing security and if they were working as expected, the number of private security companies and their personnel would not have exponentially expanded over the years. The larger private sector should have been left in the policy making process to enlighten the government on their security needs. They could also provide resources that could be used by the government in overcoming financial constraints that lead to inefficiencies in security provision (ibid).

The relationship between private security providers and consumers of security is cordial while that of police and consumers was described as poor, unfriendly and sometimes hostile. According to a survey report by KIPRA (2004), on the degree of confidence by the public and degree of effectiveness of various security agents, consumers of security services rated the state machinery, the police, city council, and provincial administration as ineffective and inefficient, while private security firms were viewed as highly effective.

Table 2.6: Rating performance of various security stakeholders by consumers of security services

Degree of effectiveness	Stakeholders								
	Police	City Council	Provincial administration	Individual security personnel	Leaders	Vigilante Groups	Private Security Company	Neighborhood Watch Groups	Company Employed s
Very efficient	2.7	0.9	3.3	9.4	2.2	8.1	13.2	10.5	6.6
Efficient	30.5	8.7	30.9	50.7	14.6	27.9	50.4	30.2	31.6
Moderate	9.8	12.5	0.2	0.8	0.3	5.4	6.1	7.3	6.2
Least Effective	32.0	36.0	35.0	27.8	35.6	22.3	13.6	3.3	5.6
Very inefficient	22.8	46.7	30.4	11.3	46.8	27.3	4.8	3.7	2.3
Level of confidence	Stakeholders								
	Police	City Council	Provincial administration	Individual security personnel	Leaders	Vigilante Groups	Private Security Company	Neighborhood Watch Groups	Company Employed s
Very High	3.6	0.6	1.9	10.0	2.6	6.8	17.4	4.4	10.1
High	24.6	7.0	28.1	48.0	17.3	22.3	52.8	26.7	40.6
Moderate	35.9	7.2	1.0	3.0	2.0	7.6	16.4	36.3	28.8
Low	39.6	38.6	43.1	27.0	41.0	27.5	12.8	12.2	6.1
Very Low	20.1	47.7	26.0	11.0	-	-	-	-	-

Source: KIPPRA (2004).

Table 2.6 above shows the results of a survey done by KIPPRA 2004 to show how security consumers rated the performance of various security providers in the industry. According to the survey, it is reported that consumers of security rated state machinery such as the police and the city council as ineffective and inefficient leading to low level of confidence in their services. On the other hand private security companies and some community based initiatives were viewed as highly effective leading to higher level of confidence in their services and customer satisfaction.

2.1.14 Possible Area of Collaboration with Formal Security Agents in Kenya

Collaboration among providers of security services is relatively high for the police and other providers but low for vigilante groups. Areas of collaboration include sharing of security information, investigations and making arrests, and provision of adequate infrastructure to deal with crime.

2.2 Theoretical Framework

2.2.1 Introduction

According to Timasheff (1975), a theory is a systematic collection of concepts and statements purporting to explain events or behaviour; it is the axis around which the research revolves. Allan Swingewood (2000:76) describes sociological theories as devoted to mapping, describing and explaining social relations as they actually occurred, rather than they ought to be. Social scientists see a theory as an attempt to make sense out of observations (Akers, 1994). A significant feature of a theory is its ability to explain things for the researcher (or person) who may wish to use the theory in an applied setting (Glasser & Strauss, 1967).

There are many theories that have been put forward to elucidate crime and criminal activities by sociologists and criminologists. However, for the purposes of achieving the objectives of the proposed study, the following two theories have been reviewed and seen to have relevance in explaining the study variables. They are: Theory of Social Control by Travis Hirschi and the division of labour theory by Emile Durkheim.

2.2.2 Theory of Social Control by Travis Hirschi (1969)

The Theory of Social Control propounded by Travis Hirschi places a lot of emphasis on the role that is played by the society in preventing and controlling criminal behavior. It argues out the fact that “no society can afford to denounce criminal activity without duly accepting its responsibility towards the same” (Hirschi, 1969). According to the theory, society has a very important role to play in controlling crime citing that almost all crimes occur as a result of lack of monitoring by the authorities and set organs in society and that if interception is done at the right time, crime can be controlled all together. The theory also spotlights the internalization of

values and timely guidance, monitoring and control of behavior by relevant paradigms as the factors responsible for an 'ideal' society (ibid).

According to Reiss (2004), personal control is the ability of individuals to refrain from meeting needs in ways which conflict with the norms and rules of the community, while social control is the ability of social groups or institutions to make the laid out norms or rules effective. In view of the above the social control theory emphasizes on the onus of society that devises control mechanisms, which are shared within the society in order to ensure a safe social environment (Chriss, 2007). In fact, the theory specifies that it is the responsibility of these control mechanisms like the law and order enforcement agencies and the physical paradigms within each community, to ensure security prevails (Siegel, 2009).

The institutions of modern society are said to be characterized by a pragmatic emphasis on the management of risks, insecurity and crime prevention (Becks, 1992). Public police is not able to fill the demand for a greater number of services, due to challenges such as limited resources (Christie, 1994). However, even as insecurity is everywhere, the prevention and management of risk are no longer a task that can be done by governmental institutions alone, control mechanism such as the private security have stepped in and fit nicely into the general approach (Stenning, 2004). This supports the rationale of Newburn (2001) that “the rise of private security is at least partly related to the declining capacity of more direct sources of social control such as state security actors where private policing is emerging as an alternative primary form of social control”.

The Theory of Social Control advocates for proactive approaches to crime rather than reactive approaches using available social control mechanisms and paradigms. It argues that societies with firm social control measures and proper organs implementing them would discourage potential offenders from committing crimes. The application of this theory suggests and encourages Nairobi residents to gear towards adopting crime preventive strategies through social control organs like private security companies. Bearing in mind the evolution and diversification

of crimes, these social control organs need to diversify and specialize their operational methodologies and practice in order to deter all forms of crime in the society.

2.2.3 Division of Labour by Emile Durkheim (1893)

According to Durkheim division of labour (DOL) in society is the “continuous distribution of different human tasks which constitutes the principal element in social solidarity” (Durkheim, 1964:12). He also asserts that DOL in society increases both the reproductive capacity and skill of the workman, necessitating condition for the intellectual and material development in societies (ibid).

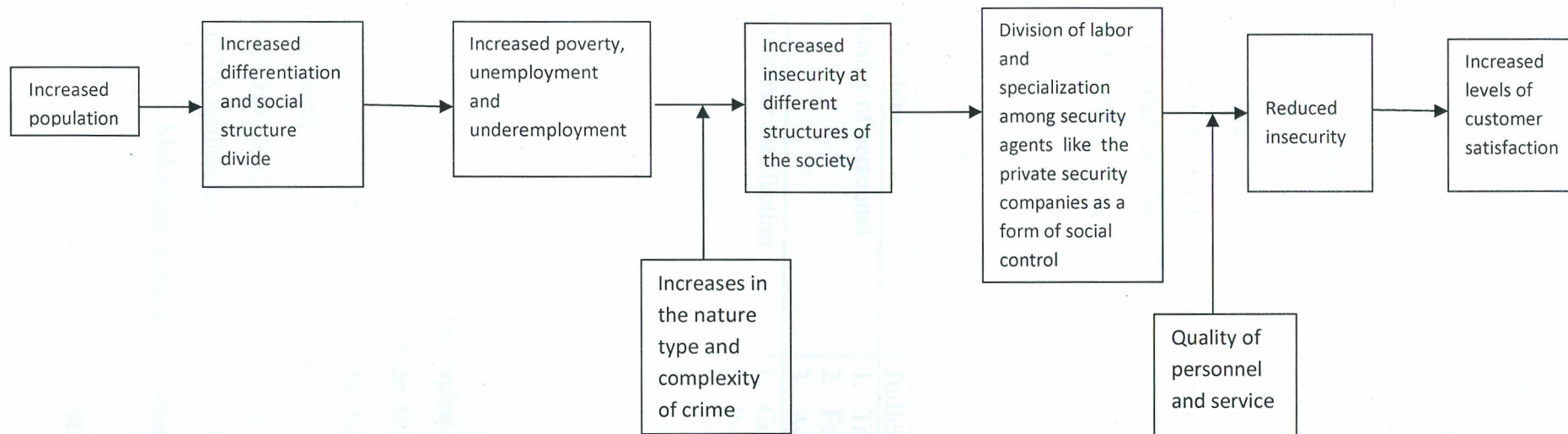
In the DOL theory, Durkheim argues out that as societies evolve and grow in density, their struggle for existence becomes more strenuous and as result, men differentiate their specialties in order to decrease competition, to coexist and also in order for them to survive in the new conditions of existence. This in turn leads to grater productivity and also allows societies to make room for all their members (Jones, 1986). Durkheim further argues that “it is because society changes that we must change” (Durkheim, 1964:282). This fact has enabled Individuals who depend on the ever changing social environment and diversity of social conditions to differentiate themselves so as to fit into the new conditions of existence.

In an essential validation of the division of labour and social structure perspective from the forth going discussion is that increasing population will always lead to increasing differentiation and social structure further leading to increasing and diversified levels of insecurity and related security agencies. According to Durkheim, “Where crime exists, collective sentiments are sufficiently flexible to take on new forms, and crime sometimes helps to determine the form they will take” (Durkheim, 1964:874). In virtually all parts of the world, security agencies have continued to diversify their terms of service in order to increase response to increasing security challenges at various levels of the social structure. Evolution of these agencies has been accompanied by various degrees of specialization at varied levels of the social structure (Kemper, Carrier, Wood, & Shearing, 1999).

In this era of capitalism that is occasioned by distinctive and complex security needs, citizens now demand for private security for managing surplus population security needs in failed states that are unable or unwilling to provide governmental security Singer (2003: 1). Notably, both public and private policing has grown over the years just as the population is increasing. However, in comparison to public policing, the private security companies have assumed different forms, functions and specialties in response to the changing needs of the society and the transformation of the state (Weiss 2007). According to Christie (1994), “the rise of private security sees the transformation taking place as linked to successive crises of capitalism. The protection of profit has become progressively more complicated, and the flexibility and malleability required under late modern conditions favour private over public security provision”.

When police was established in 1896 in Kenya, it was based on limited population, differentiation, division of labour and social structure. Over the years, the population increase has resulted to increased differentiation, division of labour and social structure calling for differentiated approaches to prevention and management of insecurity (social control). As compared to the police, the private security has been seen to be making remarkable adjustments to diversified insecurity needs in the country by establishing more specialized departments that are tailor made to address different security needs.

2.3 conceptual framework



Over the years Kenya has continued to experience a raise in population growth which has resulted to an increase in differentiation and social structure divide. This has further led to an augmentation of insecurity at different structures of the society mostly caused by poverty, unemployment and underemployment in different structures of the society. Intervening variables such as an increase in the nature, type and complexity of crime resulting from evolution of crime have also been seen as a factor that contributes to this increase in insecurity at different structures of the society. Accordingly various security agents like the PSCs have emerged with specific division of labour and specialization at different structures of population. This form of social control through the specialization of these agencies primarily aims at reducing the various forms of crime that are arising. This in turn leads to the reduction in crime and an increase in satisfaction from the various consumers of security in different social structures.

CHAPTER THREE

METHODOLOGY

3.1 Study Design

The study was undertaken using a cross sectional survey design which facilitated collection of data from a cross section of issues and sub-populations at the same time. Cross-sectional survey research takes a sample of the target population and bases its overall findings on the views or behaviour of those selected, assuming them to be typical of the whole group (Babbie, 2005). The design enabled the researcher to consider issues such as data manageability, rapid data collection and ability to understand a population from its sample.

Main variables of study

The variables of study and their respective indicators can be summarized as follows

No	Variables	Indicators
1.	Quality of personnel	1. Training 2. Education 3. Age
2.	Customer satisfaction	1. Comments and complementaries from clients 2. Providers (security personnel and mangers) views of the same
3	Challenges experienced by the security personnel	1. Specifically expressed challenges by the security personnel 2. Highlighted challenges by mangers and clients

3.2 Study Site

This study was conducted in Nairobi, the capital city of Kenya, which lies at an altitude of 1670 meters, latitude 360 50' east and longitude 10 17' south about 140 kilometers south of the equator. It is bordered by Rift Valley to the West, Eastern Province to the East, and Central Province to the North. The city covers an area of 696km² and hosts about 25% of Kenya's urban population (UNCHS, 2001). The city's population was estimated to be about 3 million and is set to augment to 3.8 million by 2015 (UNEP, 2007). The city is divided into eight constituencies these are: Embakasi, Makadara, Kasarani, Westlands, Kamukunji, lang'ata, starehe and Dagoreti.

The city has become a well established hub for private business companies and organizations. It is a metropolitan city harbouring a cosmopolitan population with diverse firms and occupations. The area has diplomatic importance as it hosts the UN headquarters for Africa and accommodates UN agencies such as UNICEF, UNESCO UNEP and UNDP. It is also home to a number of international organizations and international embassies including the second largest US embassy on the African continent. Due to these facts, Nairobi provides a lucrative market for private security companies. The study site was largely preferred because of the large presence of corporate organizations and private security companies.

3.3 Unit of Analysis for the Study

The unit of analysis for this study was the security personnel in the formal private sector agencies. The primary concern was to examine the PSCs services, characteristics of personnel, the experiences of the personnel in execution of the private security services more specifically the challenges they encounter while on duty and also to determine the level of customer satisfaction both from the clients perspective and providers perspective. During the study, it was established that these personnel are posted to various corporate clients in various parts of the City of Nairobi. Most of them are attached to a corporate client for a period of one year that can be extended based on the renewal of the contract and satisfactory performance.

3.3 Study Population

The study intended to look at the contributions of private security companies in security provision for corporate organizations in Nairobi. However, during the study the exact number of PSCs was not known because these companies continue to be registered and incorporated in Kenya as business companies and with no special classification which made it difficult to establish the exact number. Therefore, the target population of the study the companies registered under the two existing security industry associations of the Kenya Private Security Agencies namely; Kenya Security Industry Association (KSIA) and Protective Services Industrial Association (PSIA). Within these companies the target respondents were the service providers personnel who would give the information to address the study objectives. Managers were also targeted as key respondents who would provide more insight on the personnel

responses. In addition also targeted was the population of corporate organization clients who receive services from the targeted companies. The client were targeted largely were to give information on customer satisfaction.

Table 3.1 Number of registered of firms by the security associations

	SECURITY INDUSTRY ASSOCIATIONS	NUMBER OF COMPANIES REGISTERED
1	KSIA	23
2	PSIA	78
	TOTAL	101

Source: The two associations companies register.

3.4 Sample Size Determination and Sampling Technique

A sample is a finite part of a statistical population whose properties are studied in order to gain information about the whole population. A good sample should be adequate and a representative of the underlying population (Webster, 1985). On the other hand, Sampling is the act or process of selecting a suitable representative part of the population for the purpose of determining characteristics of the whole population (Christensen & Stoup, 1999).

From the number of companies registered with the two existing security industry associations that is; PSIA and KSIA, three firms, namely; Group Four Security (G4S), Bob Morgan (BM) and Brinks security companies were purposively selected largely because of their visibility and coverage. Bearing in mind that the private security industry has different stratification of companies that is; international, regional and local companies, three companies were selected randomly one representing each category. Among the companies with an international outlook Group Four Security (G4S) randomly was selected, Bob Morgan was selected to represent companies with a regional presence while Brinks Security Company was picked to represent companies with a local outlook.

Table 3.2: Number of security personnel in Nairobi

PSC	ASSOCIATION	Number of security personnel in Nairobi
Bob Morgan	KSIA	3,850
Group 4 Security (G4S)	KSIA	4,500
Brinks	PSIA	1,740
Total		10,090

Source: employment records of the three companies.

With a population of 10,090 from the three selected companies, the primary concern was to obtain a sample size that would provide 95% level of confidence and 05% level of error. The according to Mugenda and Mugenda (1999) the formula by Fisher et al., (1998), which is considered to be effective in effective in social research was found suitable for determining the sample sizes for the three firms since as recommended. This formula considered suitable for studies with populations that exceed 10,000.

It is presented as shown below:

$$n = \frac{Z^2 p q D}{d^2}$$

Where:

n = the desired sample size.

Z = the standard normal deviate usually set at 1.96 which corresponds to the 95% confidence level.

p = proportion in the target population estimated to have similar characteristics.

q = 1-p (non-occurrence)

d = degree of accuracy desired, usually set at 0.05.

D = 1 (design effect).

Sample proportion of personnel targeted working in Nairobi for selected PSCs is at 30% (Nduati, Richardson, Hughes, Kreiss, Onyango, 2000).

$$N = \frac{1.96^2 \times 0.3 \times 0.7 \times 1}{0.05^2} = 322.6944 \approx 323$$

After application of the formula, the results were summarized as follows:

Table 3.3: Number of security personnel sampled

PSC	Actual number of security personnel in Nairobi	Sampled number of security personnel in Nairobi
Bob Morgan 3,850*0.032	3,850	123
Group 4 Security (G4S) 4,500*0.032	4,500	144
Brinks 1,740*0.032	1,740	56
Total	10,090	323

As indicated, the sample size of Bob Morgan resulted to 123, Group 4 Security resulted to 144, and Brinks to 56 constituting a total overall sample size of 323. Once these sample sizes were established, random numbers were used to identify respondents from the personnel register for each of the three firms. Supervisors assisted to access the officers and to administer the questionnaires. The initial response rate was 80% of the established sample size, necessitating a second round to address the 20%. Accordingly, the final sample size resulted to 100% of the required sample size.

In addition, private security company managers and the client corporate establishments were also sampled. These respondents consisted of 10% of the management and 10% of clients from the selected PSCs as suggested by Morgan (1990). Of the total 75, 8 managers from the three security firms were sampled while 7 out of the 71 corporate clients served by the three security companies were sampled.

3.5 Pilot Study

Pre-testing of research instruments was done before the actual data collection to enhance validity and reliability of responses. Pre-testing was done using a purposive sample of 20 respondents from Total Security Company in Kenyatta University. Technical defects were identified and removed after re-examining the questionnaires. The questionnaires contained both closed and open-ended questions for the main respondents while the key informants' were interviewed.

3.6 Validity

Validity is the accuracy and meaningfulness of inference, which are based on research results. It is the degree to which result obtained from the analysis of data actually represents the phenomena under study (Mugenda & Mugenda, 1999). The information on the research instruments was Cross checked, inspected and scrutinized to ensure accuracy, relevance, completeness, consistency and uniformity of the collected data.

3.7 Reliability

Reliability is a measure of the degree to which research instruments yield consistent results or data after repeated trials (Mugenda & Mugenda, 1999). The conditions under which the measurement took place were standardized, that is, the external sources of variation such as boredom and fatigue were minimized to the extent possible. By broadening the sample of respondents, the equivalence aspect was improved.

3.8 Data Collection Tools and Methods

The study used both primary and secondary data in order to acquire data for both quantitative and qualitative aspect of the study. The quantitative aspect used self-administered questionnaires having structured and semi-structured questions to collect data. Since PSCs personnel are all high school graduates, they were all therefore competent enough to fill the self administered questionnaires. The questionnaires were handed to the respondents who are the personnel from the selected PSCs and collected at an agreed time. The use of this tool was preferred because it was found to be time and cost effective due the large sample sizes and large geographic areas to be covered. In addition, this tool was preferred also because the respondents work was not

interrupted by the research instrument because they could fill it during their own free time and also because the information gathered could be used as a point of reference on need basis after the study. This tool targeted the PSCs personnel in order to acquire data in terms of the services, characteristics of the security personnel, perception of customer satisfaction and challenges encountered by the personnel while on duty.

The qualitative aspect used interview schedules to gather primary data. This tool targeted selected managers and clients from the respective PSCs. The interview schedules provided more insights on the data obtained from quantitative aspect of the study. In addition, online articles and books, journals, books, magazines and company documentations and reports were used to obtain preliminary information on the structure and operations of the private security firms.

3.9 Data Processing, Analysis and Presentation

Quantitative data from the field were scrutinized for errors and inconsistencies before they were coded and fed into the computer. They were then analyzed using SPSS version 16 and presented as percentages, pie charts, graphs and tables. As for the qualitative data, various relationships between variables were identified where the main themes were derived and then summarized into short notes including quotations from key respondents.

3.10 Ethical Considerations

In reference to this, permission to carry out the study was sought from relevant authority before the actual data collection process. The researcher also informed the participants on their rights to participate or withdraw from the study. Confidentiality of the information gathered and anonymity of responses from both the key and main respondents was taken into consideration. There was also verbal reassurance to the management team that information acquired from the respondents would only be used for academic purposes. Moreover, it's only the targeted people who participated in the study.

CHAPTER FOUR

STUDY FINDINGS AND DISCUSSION

4.1 Introduction

The aim of this study was to determine the contribution of private security companies in security provision for corporate organizations in the city of Nairobi. Results of the data obtained in this study are presented in this chapter.

4.3 Characteristics of Security Personnel

This study looked into the characteristics of the respondents. In particular it addressed; age, gender, level of education attained by the respondents and training for the services they provide. The findings are presented below:

4.3.1 Age of Respondents

Table 4.1 Age of the respondents

Age	Frequency	Percent
18 - 20	27	8
21-30	181	57
31 - 40	91	28
Above 40	24	7
Total	323	100

The study established that 8% (27) of the respondents were between the ages of 18-20, 57% (181) were aged between 20 and 30 years while 28% (91) fell in the 31-40 years bracket. Seven percent (24%) percent of the respondents were above the age of 40 with none of the respondents being below the age of 18 as shown on Table 4.1 above.

From the above findings, the emerging picture is that majority of private security personnel are aged between the ages of 20 and 30 with none being below the age of 18 as shown in table 4.1 above. This was to be expected as the three private security companies recruitment requirement and the requirement of their associations is that one has to be 18 years and over. Being young adults, these personnel are more physically fit and can remain in service for many years. This can

also be attributed to the current unemployment levels in the country especially among the youth. Every year, thousands of youth enter into the almost saturated job market and grab any job opportunity that come their way even if it's not their preferred career choice. Also, unskilled and inexperienced young workers who have lost their jobs due to cuts and layoffs are often left with no choice but to look for jobs in the Private Security Industry. With increasing demand for PSCs services and continuous growth of the industry, PSCs have to employ staff quickly in order to meet the headcount requirements of their clients therefore creating frequent job opportunities. They also represent a significant employer, particularly for individuals not qualified for state security work. According to Wairagu (2004), employment in the private security sector has already for a long time been a matter of necessity and not of choice.

4.3.2 Gender of Respondents

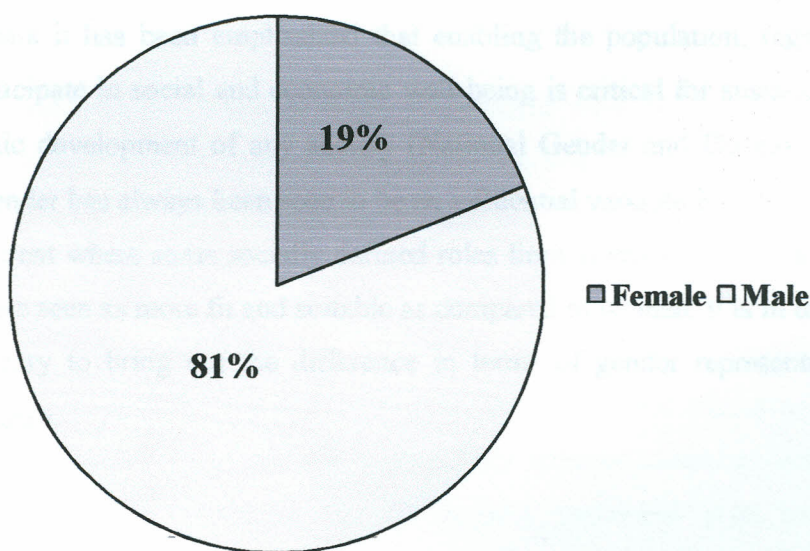


Figure 4.2 Gender distributions of respondents

It was noted from the study findings that the gender representation was not balanced among PSCs personnel with 81% (262) of the respondents being male and only 19% (61) being female, a clear indication that the private security industry is predominantly male as shown in figure 4.2 above.

The gender disparity in the private security industry can be credited to the nature of tasks and risks that the private security personnel are exposed to while on duty. The 19% of women in the study findings can be attributed to the issues of gender related tasks such as the fact that its only lady security personnel who are supposed to check ladies at entry and exit points of premises, grounds and buildings to avoid cases of possible sexual harassment. However, these results do not correspond well in a country like Kenya where the majority of the population are women and hence they are expected to make up a larger percentage of the working population. In 2009, there were slightly more female than male in Kenya, with the former constituting 51% of the total population with a sex ratio (female to male) of 1.03. Female were also seen to be more than male in almost all age groups. Although this was the case, gender disparities are still persistent in most sectors including security (Profile of Women's Socio- Economic Status in Kenya, 2010).

Over the years it has been emphasized that enabling the population, regardless of gender to actively participate in social and economic well-being is critical for sustainable social, political and economic development of any society (National Gender and Development Policy, 2000). However, gender has always been seen to be an influential variable in determining career choices and employment where some socially defined roles limit women from venturing into some jobs where men are seen as more fit and suitable as compared to women. It is in this regard that it was found necessary to bring out the difference in terms of gender representation in the private security industry.

4.3.3 Educational Background of Respondents

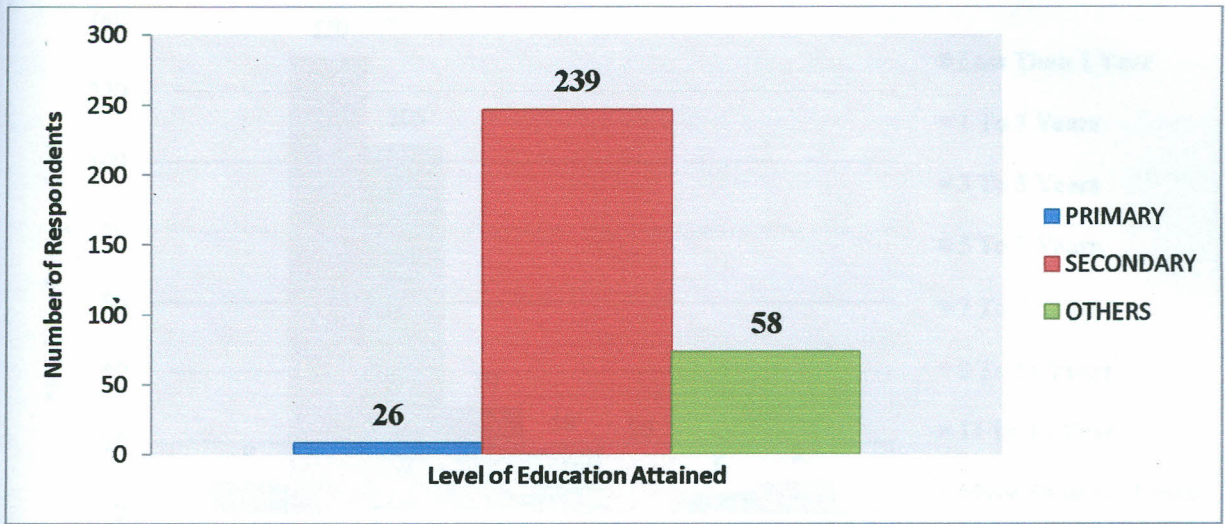


Figure 4.3 Level of education attained by the respondents

The study established that majority of the respondents 74% (239) had attained a high school certificate. Eighteen percent (58) of the respondents had furthered their education in tertiary collages, while only 8% (26) of respondents had not graduated from high school a shown in figure 4.3 above.

The educational requirements for private security personnel vary considerably. Some higher paying private security jobs may require a higher level of formal education such as a degree in criminology than others. However, the basic private security education requirement in most of the countries including Kenya is that all security personnel must have graduated from high/secondary school. According to the Operations Manager at Bob Morgan, a minimum of secondary education and fluency in English and Kiswahili is a prerequisite among security personnel. This is because these personnel meet people of different spectra in their line of duty so they must be able to communicate effectively. They also carry out some administrative duties such as record keeping, taking accurate notes and writing detailed reports as required by the client they are serving which requires one to be literate.

4.3.4 Years of Service of Security Personnel in Their Respective Firms

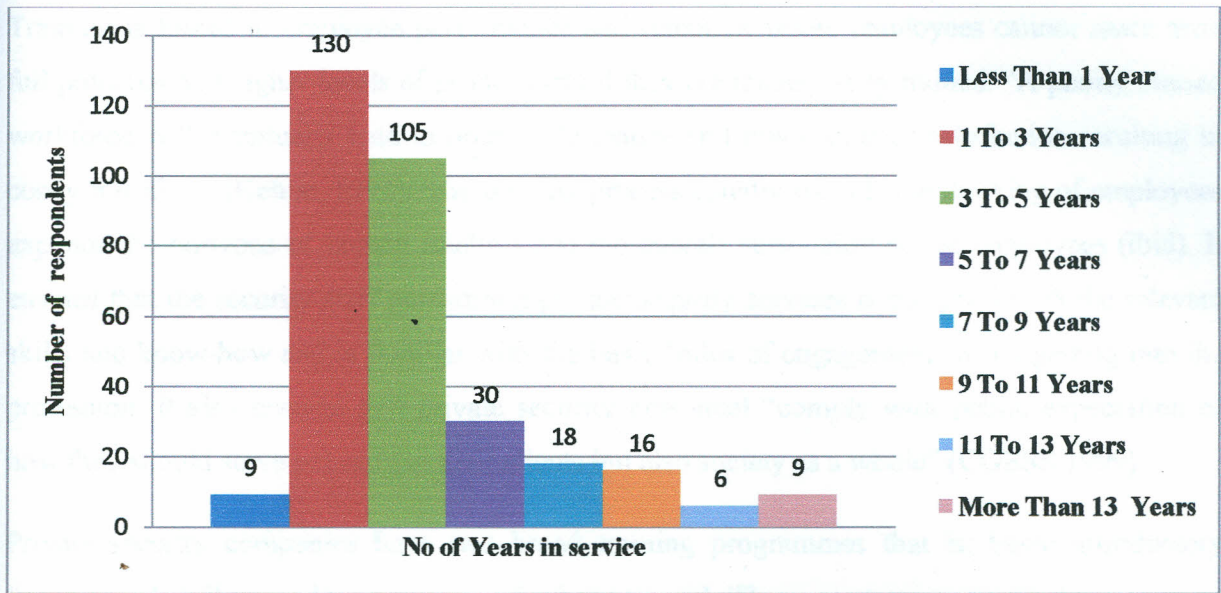


Figure 4.4 Respondents' years of service

The study revealed that 40% (130) of the respondents had one to three years of working experience in the security industry, 33% (105) of the respondents had between three to five years working experience, 6% (18) fell in the seven to nine years bracket while 5% (16) fell in the nine to eleven years bracket. 9% (30) percent of the respondents had five to seven years of working experience while 3% (9) of the respondents had less than one year of working experience. A further 3% (9) had more than thirteen years of working experience in the industry with only 1% (6) of the respondents having eleven to thirteen years of working experience.

The results in figure 4.4 above show that majority of the respondents have been in the security industry for a period of one to three years with the minority being in the industry for over thirteen years. According to Mkutu & Sabala (2007), this is attributed to high employee turnover especially among guards which is a as a result of poor pay where majority of them work for not more than three years before they leave for other ventures and jobs. "Some private security jobs like guarding are notoriously low-paid and dangerous. Many respondents work 12-hour days; many companies offer no overtime, annual leave, insurance or social benefits. In Kenya the private security personnel are by law unarmed and often face a generally armed criminal element" (ibid).

4.3.5 Training of Security Officers

Training is linked to employee performance and retention where employees cannot reach their full potential and higher levels of productivity if they are inadequately trained. “A poorly trained workforce will eventually lead to poor performance and low customer satisfaction resulting in costly mistakes” (Kehoe, 1994). The training process usually moulds the thinking of employees expands the horizons of human intellect and the overall personality of the employees (ibid). It ensures that the security staff performing private security services is equipped with the relevant skills and know-how and is familiar with the basic ‘rules of engagement’ when getting into the profession. It also ensures that private security personnel “comply with public expectation of how they should serve not only to their clients but also society as a whole” (COESS 1999).

Private security companies have two broad training programmes that is; basic introductory training and skill upgrading training (refresher courses). These companies usually have training curriculums or manuals that they use which are in line with the standards set by their association and their own company standards.

Basic Introductory Training

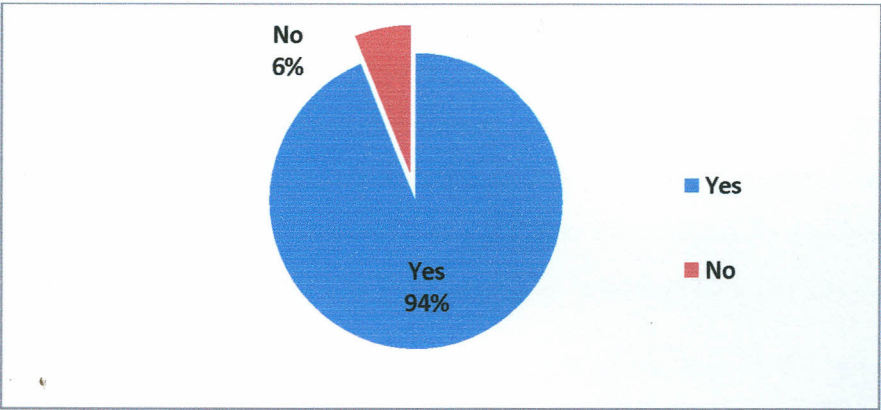


Figure 4.5 Proportions of security officers who have or haven't received basic introductory training.

The study revealed that majority of the respondents 94% (303) of the respondents had been trained according to their job description while only 6% (20) of the respondents did not get any form of training about the job. From these results it can be said that the PSCs are keen on the

issue of employee training so as to equip their personnel with the knowledge and skills to handle the tasks that will be assigned to them. The issue of employee training is supported Mkutu (2007), who argues that training imparts appropriate knowledge and attitudes to an individual, which is important in the delivery of effective humane customer services leading to better work output and high levels of customer satisfaction.

According to Wilke (2006), Basic introductory training enables employees to acquire the capabilities to perform their jobs effectively. It helps to familiarize new employees with the organizational mission, vision, policies, regulations and the working conditions. It also enhances the skills, capabilities and knowledge of employees for doing a particular job. Just as in any industry training in the private security industry is considered equally important where “basic training for private security personnel, is usually, but not exclusively, and administered by the government of a Member State, by an officially licensed training institute or the PSCs trainers themselves.” (COESS 1999),

Basic Introductory Training Content

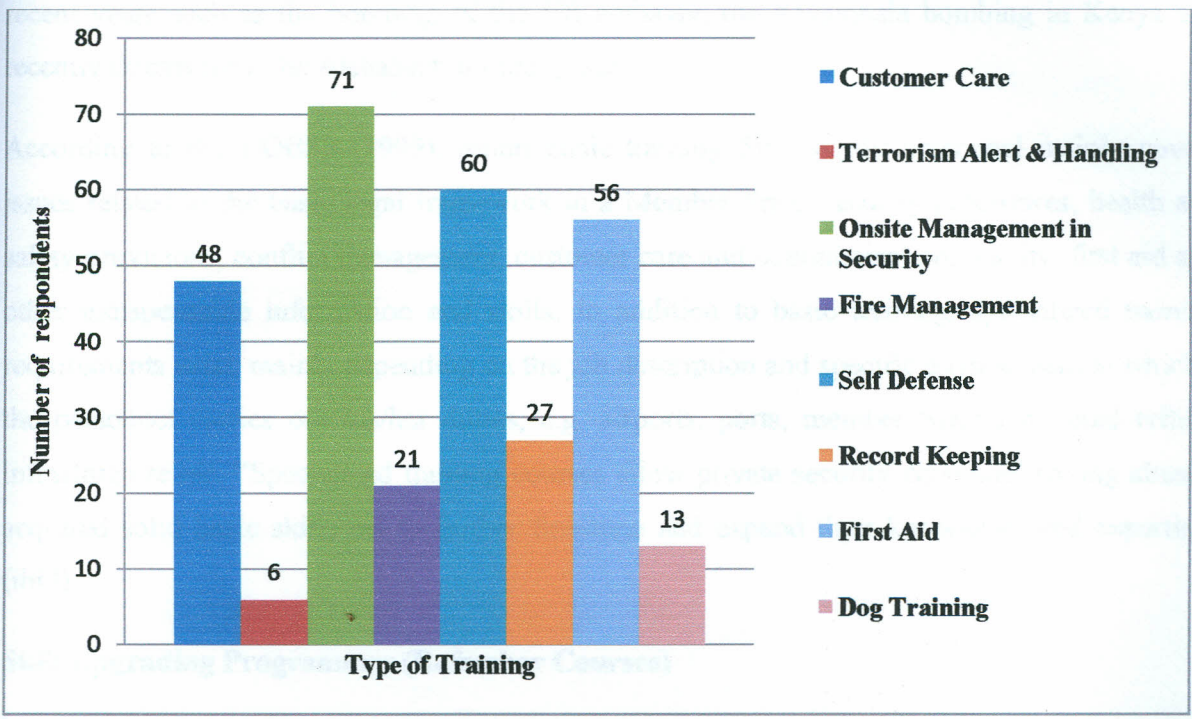


Figure 4.6 Courses taught during training

According to the study findings it was revealed that 22% (71) of the respondents had been trained on onsite security management, 22% (60) had had been taught self-defense techniques, 18% (48) had been taught on customer care while 17% (56) had been taught on basic first aid. Nine percent (27) of the respondents said they had been taught on record keeping, 7% (21) had been taught on fire management, 4% (13) had been taught on dog handling while only 2% (6) of the respondents said they had been taught on terrorism alert and handling.

Despite there being no laws defining issues of training in the private security industry most personnel had been trained according to their job description equipping them with the necessary skills to handle their duties. Twenty two percent of the respondents said they had been trained on onsite security management with only a small portion of the respondents, that 1.7% saying they had been taught on terrorism alert and handling. According to the African Security Review (2004), “It’s important for security officers to have bomb-threat training and emergency crisis training, especially for those located in soft target areas where the general public congregate”. In Kenya, this is one of the specialized training slowly being integrated into the PSCs curriculum

for most of the companies due to elevated threats and attempts of terrorism in the country in recent years such as the bombing of the US embassy, the Kikambala bombing in Kenya and recently threats from the Alshabaab militia group.

According to the COESS (1999), report basic training for security personnel mainly covers issues related to the basic legal framework in a Member State, security procedures, health and safety provisions, conflict management, customer care and communication, quality, first aid and other indispensable information and skills. In addition to basic training, specialized training requirements exist, mainly depending on the job description and specific environment in which the personnel carries out his/her duties, e.g. airports, ports, member State's national critical infrastructure etc. "Specialized training courses allow private security personnel having already acquired solid basic skills set to further fine-tune and expand their knowledge and expertise" (ibid).

Skill Upgrading Programmes (Refresher Courses)

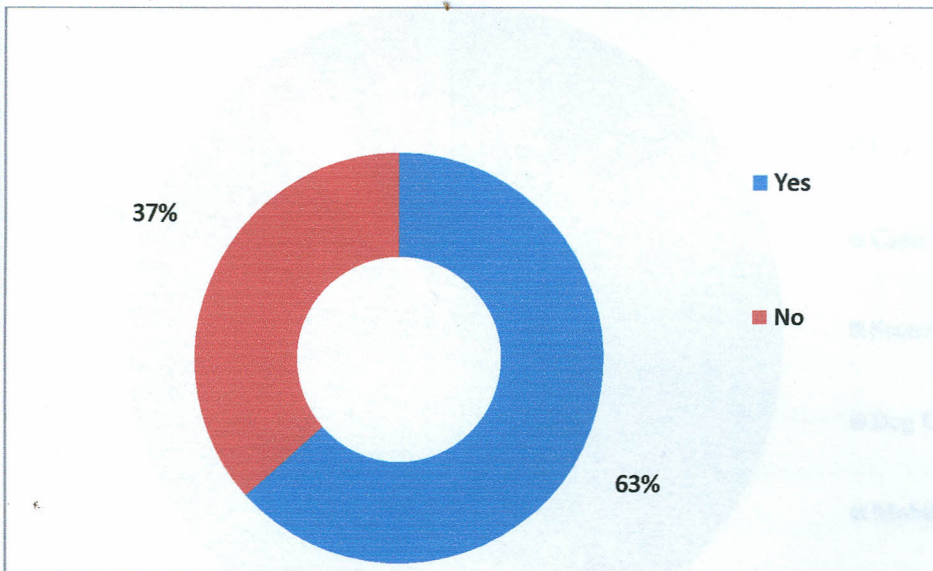


Figure 4.7: Attendance of refresher courses

According to the study findings, 63% (203) of the respondents had attended refresher courses on their line of duty while 37% (120) said they had not attended any refresher course since they started working for the company. These skills upgrading programmes are developed by

professional agencies, which serve to remind employees what is expected of them and also to educate them on newly developed codes of conduct and practices. These trainings are conducted for existing employees with an aim to refresh and/or enhance their employees knowledge about the company's policy, goals and missions as well. They are also carried out to help employees keep up with any updates and amendments that have taken place especially in technology (Kehoe 1994).

4.2 Services Offered by the PSCs

This section aims at highlighting the services PSCs offer and the various departments that deal with these services.

4.2.1 Departments Respondents Specialize In

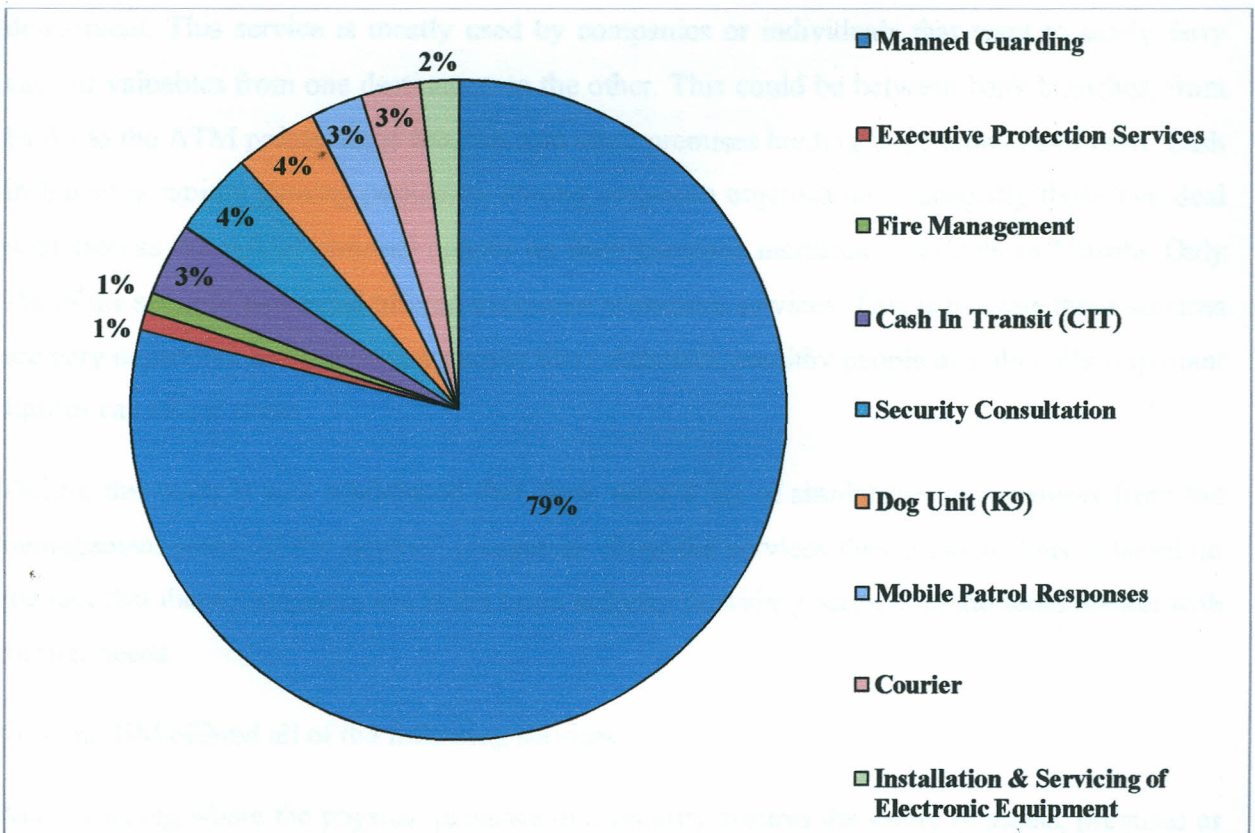


Figure 4.1 Departments respondents specialize in

The findings revealed that 79% (255) of the respondents work in the guarding section, 4% (13) in the dog unit, 4% (13) install electronic security equipment, 4% (13) work in the Cash in Transit unit while, 9% (9) respondents work under courier section. A further 3% (8) of the respondents work in the mobile patrol unit, 2% (6) provide security consultation, 1% (3) provides executive protection services and another 1% (3) work in fire management department.

From the findings above it will be noted that majority (79%) of the respondents work in the manned guarding department (Figure 4.1). This can be attributed to the fact that manned guarding is the most demanded basic service by the PSCs' clients. These results are also in line with Abrahamsen & Williams (2005:7), views who states that "the physical presence of security personnel particularly in combination with effective security procedures tends to reduce cases of theft, employee misconduct, safety rule violations, property damage or even sabotage".

According to the study findings, 4% of the security personnel work in the cash in transit department. This service is mostly used by companies or individuals that want to safely ferry cash or valuables from one destination to the other. This could be between bank branches, from banks to the ATM points, large retailers and other premises holding large amounts of cash. Cash in transit is rapidly gaining popularity among corporate organizations especially those that deal with cash as the risk of criminal attacks on their premises increases especially in Nairobi. Only 1% of the security personnel offered executive protection services. This is because these services are very expensive and only a few people like celebrities, wealthy people or politically important figures can afford them.

During the study it was established that there were a lot of similarities in responses from the management teams of the sampled companies about the services they provide. This is based on the fact that these companies are in the same industry providing services to the same market with similar needs.

G4s and BM offered all of the following services:

Man guarding where the physical presence of a security ensures the safety of assets, premises or people. It comes with an option of dog services.

Cash management services which entail cash picking and dropping of cash between business premises and banks using specialized armored vehicles; these services also entail payroll management and all tailored solutions in cash management.

Electronic security which includes installation of electric fences, CCTV and access control systems, Alarm backup and response service where if an alarm is triggered, the company will dispatch security personnel to the site and ensure safety of property and people, they will also alert the police for backup.

Courier services, involves picking and delivering of parcels to various destinations. These services are charged on the basis of the weight and the distance the parcels are to be transported. Consideration is paid also to goods that require specialized care such as perishables and medical supplies which are charged for appropriately.

Close person protection/body services which target a small group of people such as CEO's and other dignitaries. These bodyguards are licensed firearm carriers and are trained to provide special body services. Majority of them are either ex-police or military who are taken for specialized training services on how to offer close person protection.

Car tracking services which help locate stolen cars using the global positioning system (GPS). Apart from locating cars this service can also override certain manual car functions and automatically switch off/lock the engine incase a car is reported missing or stolen.

Security consultation entails survey of the security challenges, identification of the exposed areas and advice to the client appropriately on what security measures to put up. For instance, if the client's premise has high human traffic they may be advised to put up surveillance cameras to monitor the activities in the premises because one personnel cannot see what is happening in all corners of the premise.

Brinks which is a relatively smaller company offers only manned guarding, with an option of dog services while Group Four Security Company was the only sampled company that offers fire management services.

According to Gumedze's (2007), most private security companies provide guarding as their primary service where the small companies mostly offer manned guarding services only while large companies offer a variety of integrated tailor made security solutions for their clients.

The study also revealed that all the PSCs corporate clients have acquired at least manned guarding with an option of dog services and/or installation of electronic security systems. The clients cited that the main reason as to why they acquire the services of PSCs is because they feel that crime rates have gone up in Nairobi and the state has been unable to provide adequate security for them and their businesses hence the need for extra security. According to the Coca Cola security site manager, police are not able to provide custom made and personalized security that PSCs offer. "For example, the police cannot protect a sole a private business, escort personal property/money and or even install electronic security gadgets for interested parties". In support of this, the operations manager at BM argues that state security agents are given assignments on general localities; "for example, the police are only concerned with the general security of an area like Industrial Area as a whole, but not specific businesses like a bank or shop that might be located there". All the clients pointed out that it is the tailor-made solutions provided by the PSCs currently serving them that have addressed the security challenges in their work areas hence reducing incidences of crime.

The clients also feel that it is cheaper to outsource security than hiring in-house security because the security company covers expenses such as pension and allowances for the personnel and also because the some of these personnel work for 12 hrs as compared to internal hired security personnel who will require overtime pay if they work more than the normal 8 hrs. In support of this, Schreier & Caparini (2005), state that more and more companies are deciding to replace their in-house security service with contracted workforce in order to lower their expenses and are often outsourcing not only the guarding services but also the entire security organization.

In support of the findings above when one looks at the evolution of crime, society and related security agents through the division of labour and social structure perspective, It is argued out that increasing population has always led to increasing differentiation, increasing and diversified levels of insecurity and also increased and more diversified operational methodologies of related

security agencies including the PSCs (Kemper, M., Carrier, R., Wood, J. and Shearing, J (1999 et al., 1999). This notion has clearly been demonstrated in the finding above.

4.4 Customer Satisfaction

Customer satisfaction is a term used to measure a customer's perceptions of a company's products and services. It is generally used to check if a company's products supplied meet or surpass customer expectations. However, customer satisfaction varies from person to person, depending on various variables which may be both psychological and physical (Farris et al., 2010).

4.4.1 Perceptions of Customer Satisfaction by PSC Clients

According to the study findings it was noted that all the PSCs, clients sampled were generally satisfied with the services they are getting from the companies currently providing security services to them. They said that the security situation in their organization has improved and this was indicated by low incidence reports. They also said that their clients feel more secure within their premises because; everyone is screened at the entrance, with CCTV all activities taking place in their business premises are well monitored and that some clients had even commended them for beefing up security. In support of this, Kamenju et al., (2004), say "Security personnel perform access control and monitor building entrances and vehicle gates; meaning, they ensure that only authorized people enter into the premises contributing to the general security of the place".

The clients also said that with growing perceptions that their business premises are safe; their customers are conducting transactions more freely, frequently and even recommending other potential clients to them having a good impact on their business performance. When asked about preference of PSCs services over state security, all the clients said they prefer PSCs because PSCs offer customized and personalized security depending on the security needs of the premise. They said that there is also accountability with PSCs because incase there is a theft or damage of the property within the assigned premises, they know whom to ask. Another fact that was pointed out by the clients is that there is compensation for damaged or lost property by the PSCs' insurance in case it's ruled that it was out of the negligence of the security officer.

Looking at customer satisfaction from the theory of social control perspective is that the rise of capitalism has made the protection of profit become progressively more complicated, where flexibility in terms of specialization of personnel, advancement in security equipment and advancement in operation methodology is necessary. With the diversified security needs in society, PSCs have to be in line with these requirements if they want to attain customer satisfaction and stay in business (Christie (1994).

The findings also revealed that the management teams of the three sampled companies think that their customers are satisfied with the services they provide to them. To them, this is indicated by extension/ renewal of the contracts by existing clients, referral to other potential clients by their already existing clients and reports from customer satisfaction surveys they conduct regularly.

4.4.2 Perception of Customer Satisfaction by PSCs personnel

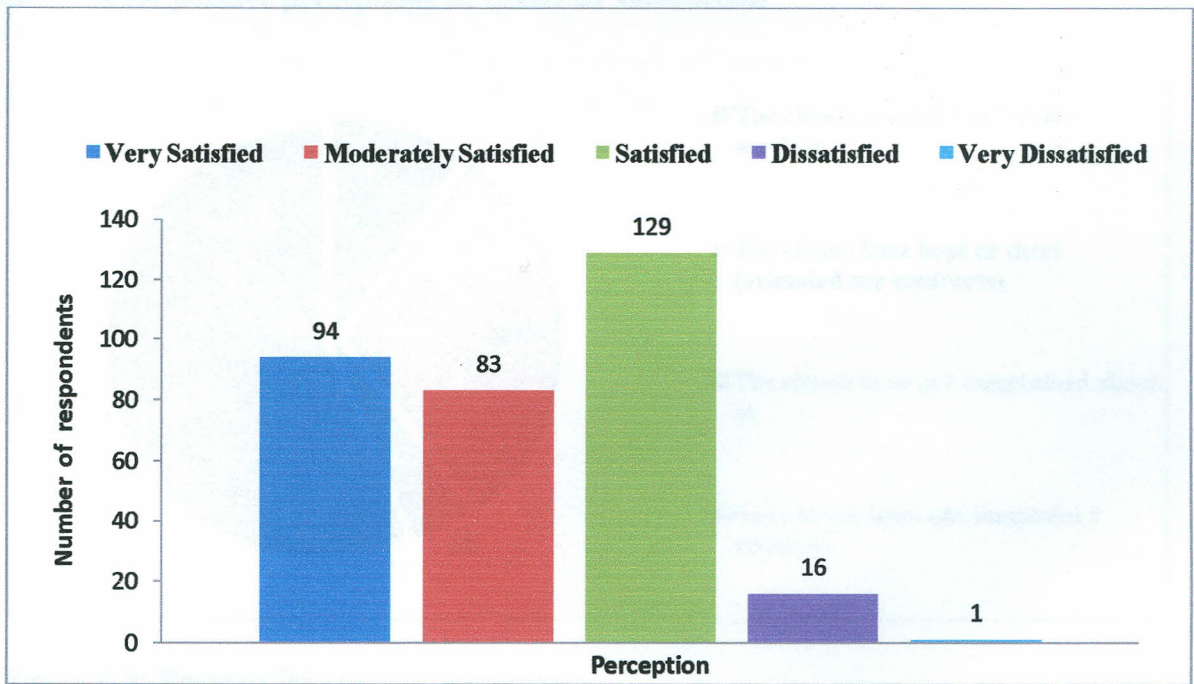


Figure 4.8: Perception of customer satisfaction by PSCs

On perception of customer satisfaction, 40% (129) of the respondents think that their clients are just satisfied with their services, 29% (94) of the respondents think that their clients are very satisfied with the services they provide to them and 26% (83) of the respondents think that their clients are moderately satisfied. Five percent (16) of the respondents think that their clients are dissatisfied with their services while only 3% (1) think that the clients are very dissatisfied with the services they provide as shown in figure 4:8 above. These findings are in line with the KIPPRA (2004) survey report where consumers of security services rated PSCs services as highly effective and efficient as compared to other security providers in the country translating to higher levels of customer satisfaction.

4.4.3 Reasons for perceptions on customer satisfaction by PSCs personnel

The respondents had various views on perceptions of customer satisfaction which are presented below.

Reasons for positive perceptions on customer satisfaction

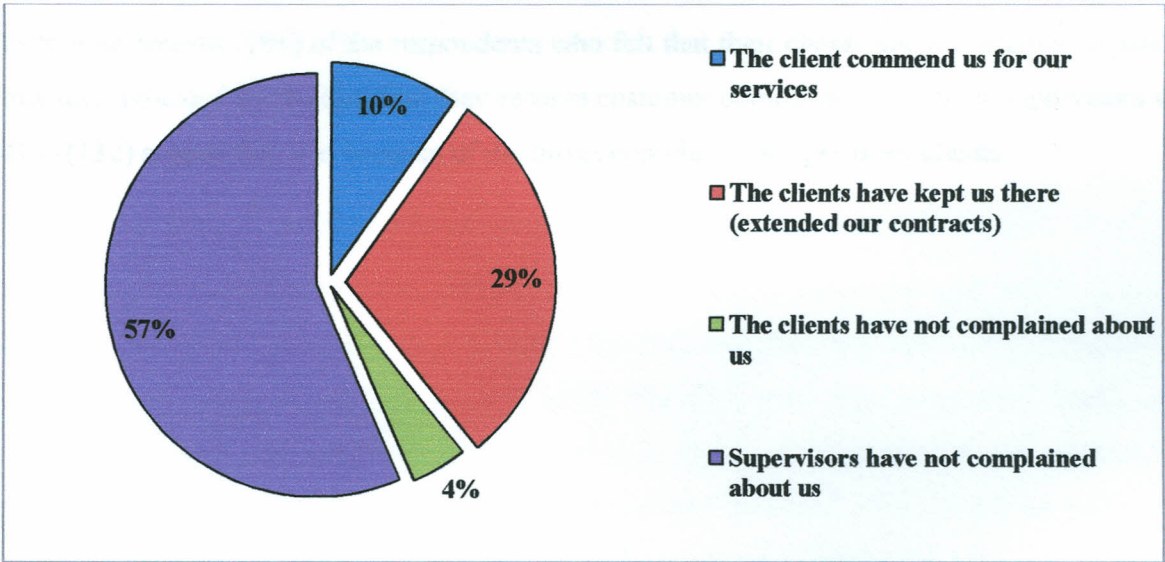


Figure 4.9: Reasons for positive perceptions

Fifty seven percent (184) of the respondents who think that their customers are satisfied with their services said because their supervisors had not launched any complaints about their work. Ten percent (32) of the respondents said it is because they were thanked and treated nicely by the

clients, 29% (94) of the respondents felt that it due to extension of their contracts in particular sites while 4% (13) felt this because the clients themselves had not complained to them directly about their services.

Reasons for negative perceptions on customer satisfaction

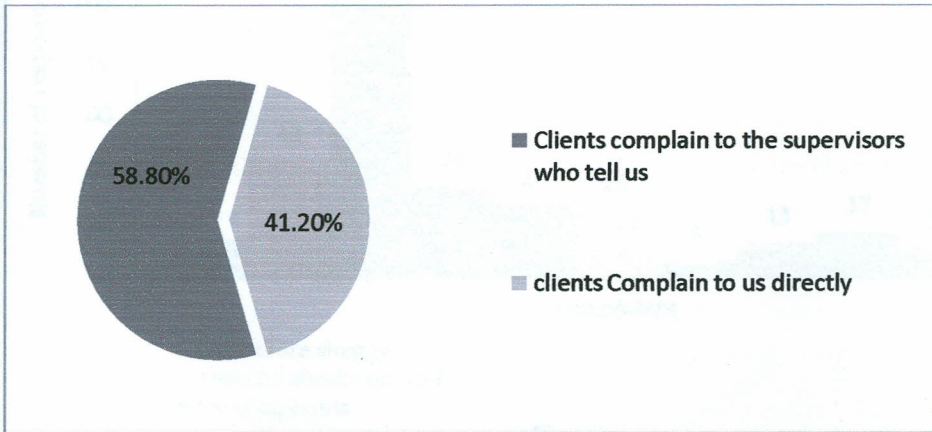


Figure 4.10: Reasons for negative perceptions of customer satisfaction

Fifty nine percent (191) of the respondents who felt that their clients are not satisfied argued that this was indicated by the fact that they receive customer complaints from their supervisors while 41% (132) argued that it is because of the direct complaint they get from clients.

4.4.4 Most Frequent Complaints Received From Clients

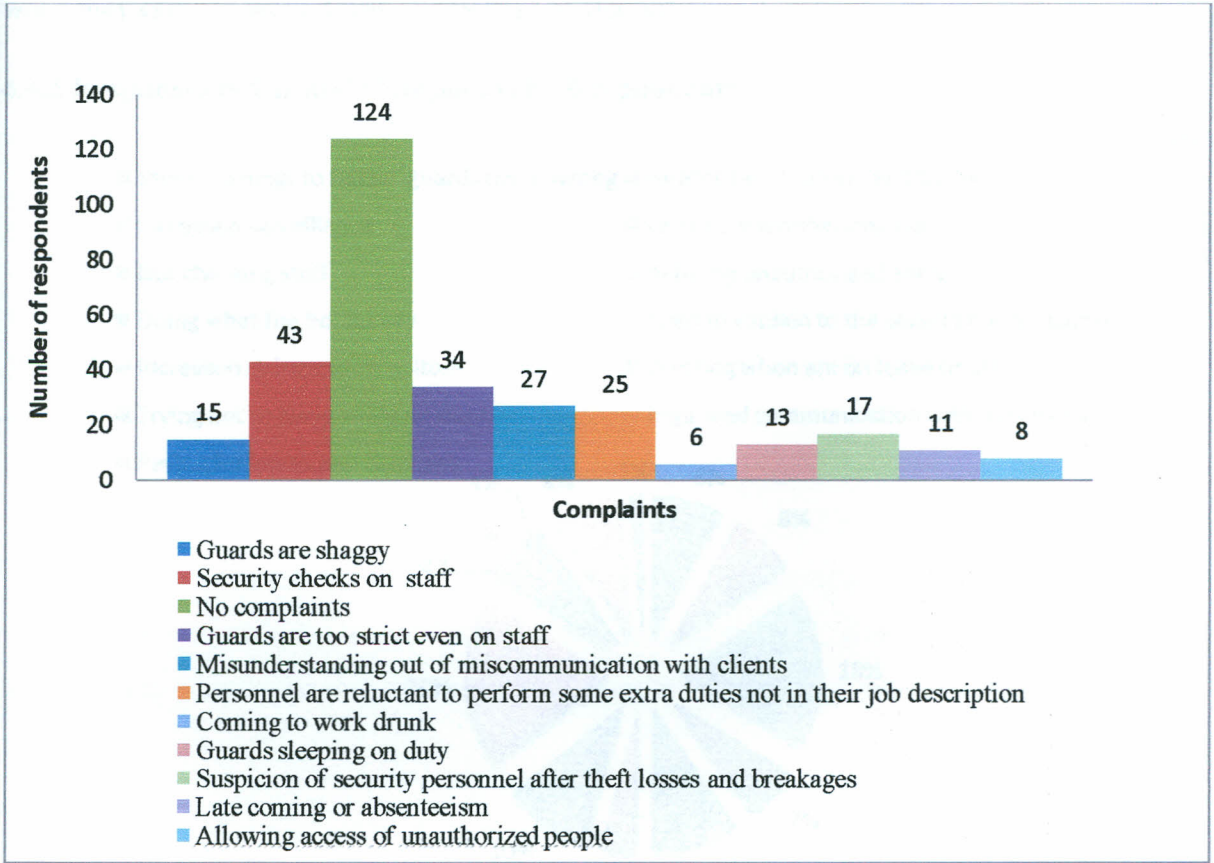


Figure 4.11: Most frequent complaints received from clients

According to the study findings, 38% (124) of the security personnel said that they had not received any complaints from their clients, 11% (34) said that they received complaints when checking the clients' staff and guests while 8% (27) said that complaints arose out of misunderstanding and miscommunication between the security personnel and clients. Eight percent (25) of the respondents said that complaints emerged when some personnel were reluctant to perform some extra duties not in their job description, 5% (17) said that clients complained after damage or theft of property while 5% (15) of the respondents said that the most received complaint was that they were shaggy while at work. Four percent of the respondents (13) said that clients complained when they fell asleep on duty, 3% (11) said that complaints arose when personnel were late or absent from duty while 3% (8) said that clients complained

when there was an unauthorized entry on site. 2% (6) respondents said that clients complained when they came to work drunk or smelling of alcohol.

4.4.5 Responses to Clients' Complaints by Respondents

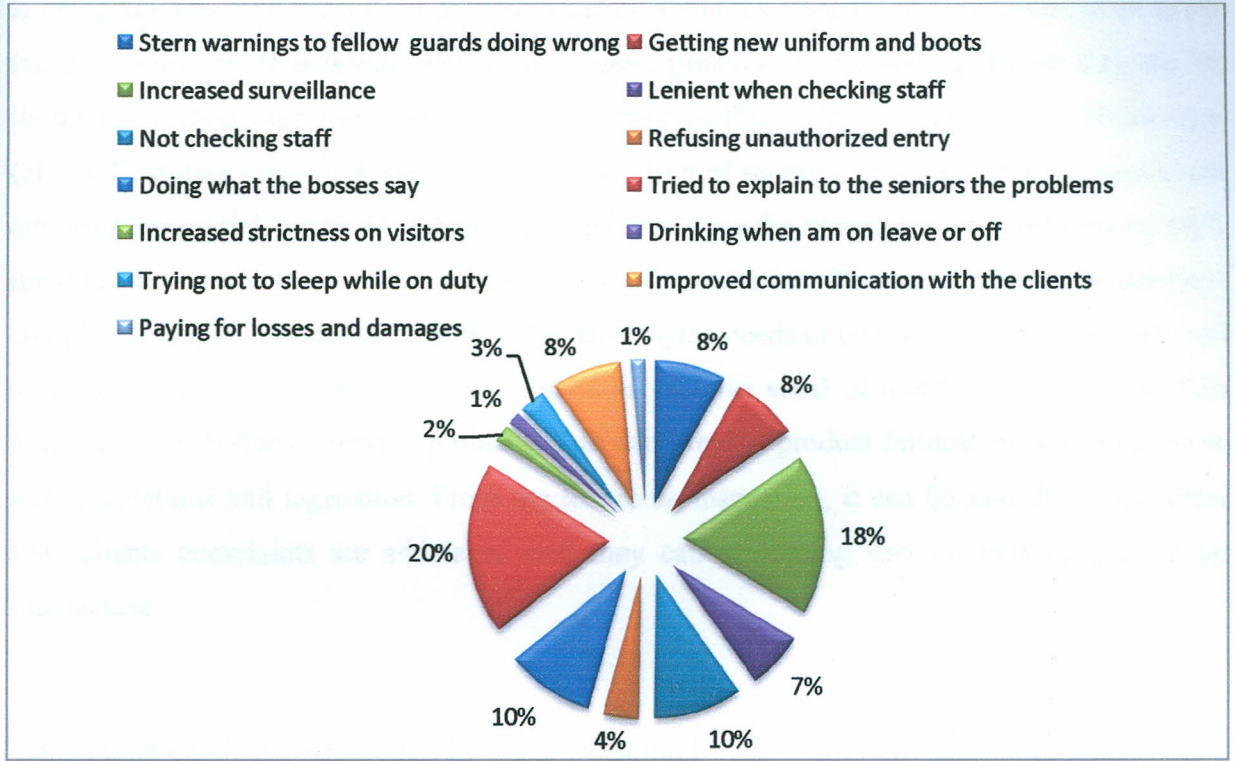


Figure 4.12: Responses to clients' complaints by respondents

According to the study findings, 20% (63) of the respondents said they reported clients' complaints to the immediate supervisors so that they can get directions on how to handle the issue, 18% (58) said they increased surveillance and patrol to deter illicit entry into the clients premises in order to minimize cases of loss or property damage, 10% (33) said they do the extra duties that their bosses tell them to do while another 10% (33) said they stopped checking the clients' staff members all together. Eight percent (26) said that they gave stern warnings to their colleagues about some mistakes they had done or else they would be reported to the supervisors another 8% (26) said that they have improved communication with the clients by not fearing them while 8% (24) said that they requested for new uniforms and boots from the company. Seven percent (21) said they became lenient when checking staff and 4% (13) refused unauthorized entry into their work station, 3% (10) said that they try not to sleep while on duty

while 2% (6) said they became stricter on visitors. Two percent (5) of the respondents said that as a result of the complaints they now only drink alcohol when they are off duty while 2% (5) of the respondents said that they had paid for losses or damages of property.

A complaint being an expression of dissatisfaction about the standard of service one receives can tell a company what is wrong with their process, product or personnel and how they are not living up to their customers' expectations (Ruyter & Rack 1993). According to Harkiranpal (2006), Customer complaints help in the identification of services, processes and procedures that are not meeting the customer requirements and thus give the company an opportunity to make internal improvements so as to increase customer satisfaction. Positive responses to customer complaints can go a long way in fully understanding the needs of customers. In turn this can lead to an increase in customer loyalty and retention, positive word of mouth advertising and free notification of potential service problems that can prevent product failures or non-compliance with regulations and legislation. From the foregoing discussion, it can be said that if customer PSC clients complaints are addressed well they can go a long way in enhancing customer satisfaction.

4.4.6 Views on Crime Reduction by PSCs Personnel

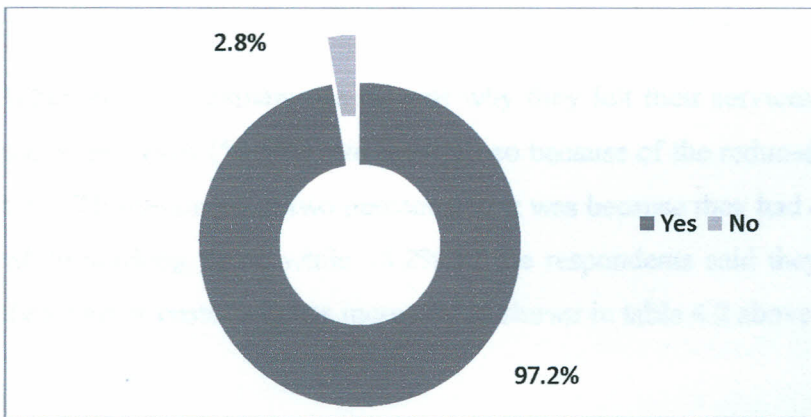


Figure 4.13: View on the contribution of PSCs to crime reduction

The study finding revealed that majority of the personnel 97% (314) felt that their services have helped bring down crime and insecurity especially in their duty station with only 3% (9) of the respondents refuting that.

According to Abrahamsen & Williams (2005), the fact that PSCs act to protect property by maintaining a high visibility presence has gone a long way in deterring illicit entry into premises. Apart from the physical presence of security personnel, electronic security gadgets can also be installed. This together with sound security procedures tend to reduce or eliminate cases of theft, employee misconduct, safety rule violations, property damage and many other forms of crime.

4.4.7 Indicators of crime reduction due to PSCs services

Table 4.2: Indicators of crime reduction due to PSCs services

Crime reduction indicator	Frequency	Percent
Reduced incidences of crime in the work station	159	51
No crime incidences in their work stations	98	31
Clients' customers have increased	57	18
Total	314	100

When asked to explain the reasons why they felt their services had reduced crime, majority of the respondents (50.6%) said they felt so because of the reduced crimes in the work station over time. Thirty one point two percent said it was because they had experienced no crime incidences while working there, while 18.2% of the respondents said they felt so because the number of their clients customers has increased as shown in table 4.2 above.

4.4.8 PSCs Personnel views on the impact of reduced crime incidences on customer satisfaction

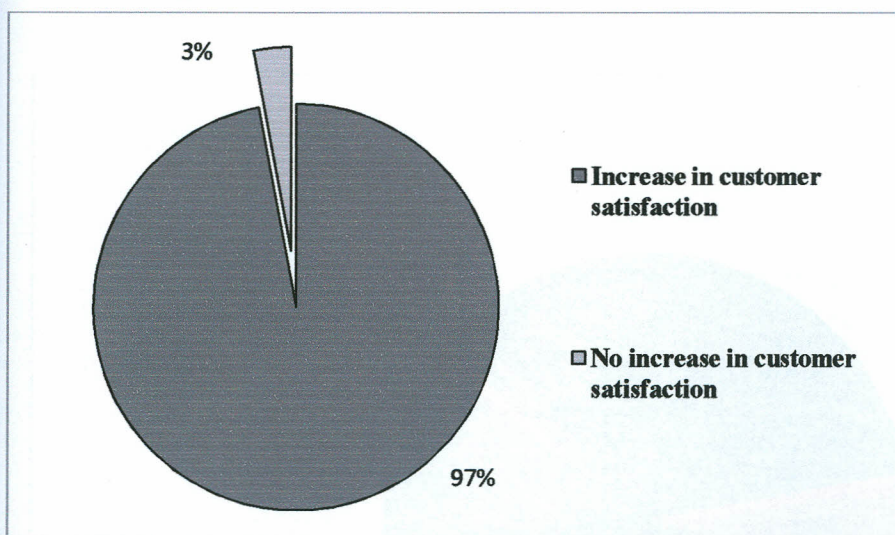


Figure 4.14: PSCs Personnel views on the impact of reduced crime incidences on customer satisfaction

According to the study findings 97% (313) of the respondents felt that as a result of the reduction of crime incidences in their work station there was a general increase in customer satisfaction with only 3% (10) of the respondents saying that there was no increase in customer satisfaction.

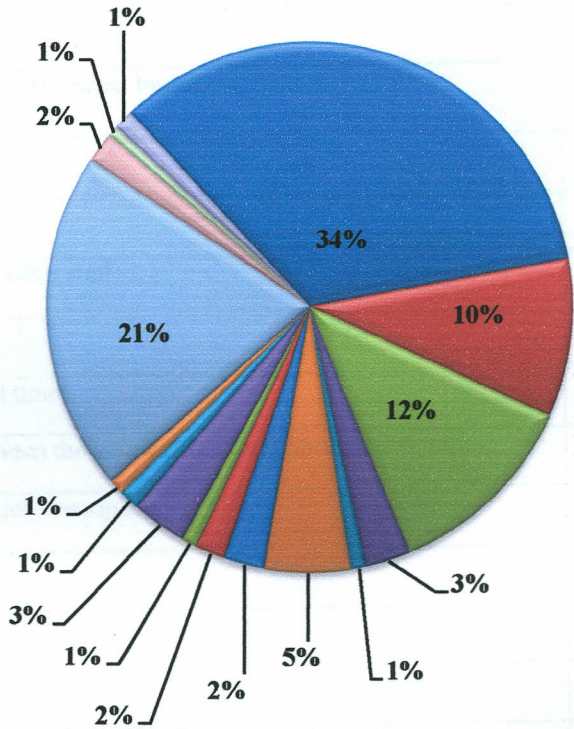
The study findings shown in figure 4.14 above are in support of the KIPPRA (2004) report which says that variety of services offered by PSCs are tailor made to suit clients security needs and have been rated as highly effective in bringing down insecurity thus leading to customer satisfaction.

4.5 Challenges Faced by PSCs in Their Line of Duty

This section highlights the challenges that the PSCs personnel face in their line of duty. It also shows the challenges PSCs management staff and clients feel that PSCs personnel encounter in their line of duty. This section also shows what the measures put in place to address some of these challenges.

4.5.1 Challenges Faced by Respondents in Their Line of Duty

The challenges faced by PSC personnel in their line of duty are shown in table 4.3 below.



- Poor pay
- Difficult clients
- Harassment, abuse and lack of respect by visitors
- Poor health
- Tribalism
- Poor working condition
- Bad weather conditions at times
- Performing tasks outside job description
- Searching visitors
- Lack of co-operation from other staff
- Staff shortage
- Clocking
- Working for long hours
- Poor communication between guards, management and clients
- KRA metal detector system is down most of the time
- armed robberies

Figure 4.15: Challenges faced by PSCs personnel in their line of duty

Table 4.3: Challenges faced by respondents in their line of duty

Challenges Faced	Frequency	Percent
Poor pay	110	34
Working for long hours	67	21
Harassment, abuse and lack of respect by some visitors and clients	39	12
Difficult clients	31	10
Poor working condition	17	5
Lack of cooperation from other staff	11	3
Poor health	9	3
Bad weather conditions at times	8	2
Poor communication between the personnel , management and clients	6	2
Performing tasks outside job description	6	2
Staff shortages	4	1
Armed robberies	4	1
Tribalism	3	1
Searching visitors	3	1
Clocking	3	1
KRA metal detector system is down most of the time	2	1
Total	323	100

Indeed from the finding in table 4.3 above

4.5.2 Persistent Challenges Faced by Respondents in Their Line of Duty

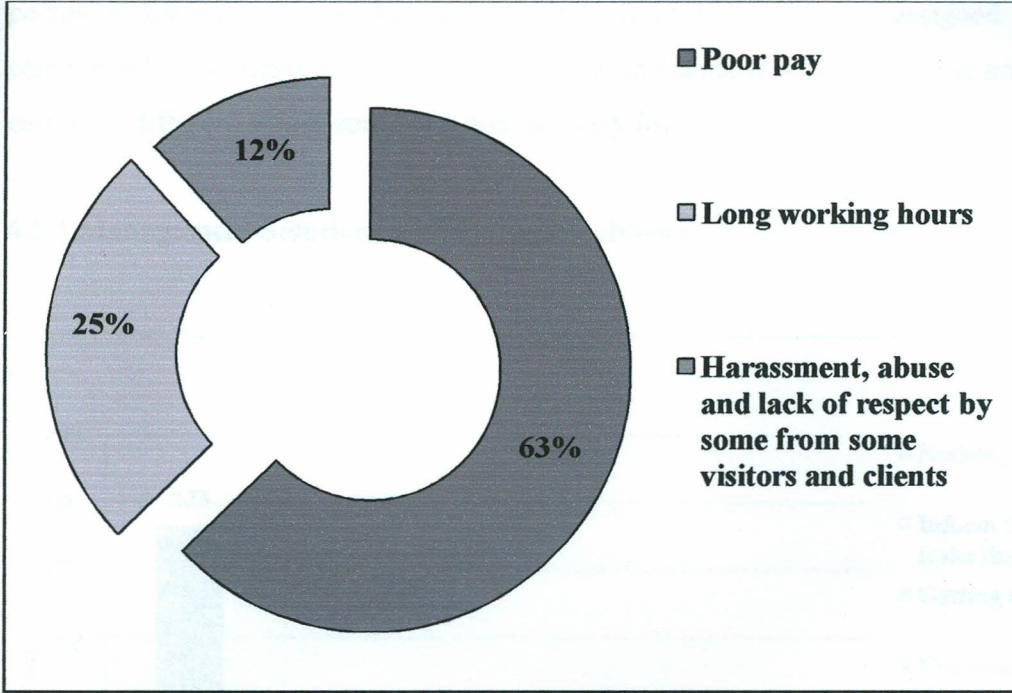


Figure 4.16 Persistent challenges faced while on duty

Sixty three percent (203) of the respondents said their most pressing and persistent challenge is poor pay, 25% (82) said it is long working hours while 12% (38) said it is harassment, abuse and lack of respect by some visitors and clients.

Privates security provision especially guarding is a notoriously low-paid occupation, and this is also the case in Kenya, where private security personnel often work very long hours for very little remuneration. In Nairobi some security personnel are paid as low as KSh4000 (US\$55) per month and work up to 12 hours a day (Mkutu, 2007, Daily Nation, March 27, 2005). In 2005, a draft bill was presented in parliament proposing payment of a minimum wages of KSh 9469 about (US\$128) including house allowance at the time. This aimed at preventing exploitation or abuse by employees but the bill was never passed. Although KSh 9469 paid to an individual facing personal risk remains inadequate when compared to other wages in Kenya, this would have been an improvement from the current situation where employers pay security personnel

what they deem fit to them (Mkutu, 2007, Abrahamsen & Williams, 2005). According to Abrahamsen & Williams, 2005 “A common practice in many companies is to pay security personnel different wages depending on which contract they are assigned to, thus causing considerable discontent as security personnel at the same level of education and experience can earn very different wages some of which are very low”.

4.5.5 Management Solutions to Reported Problems

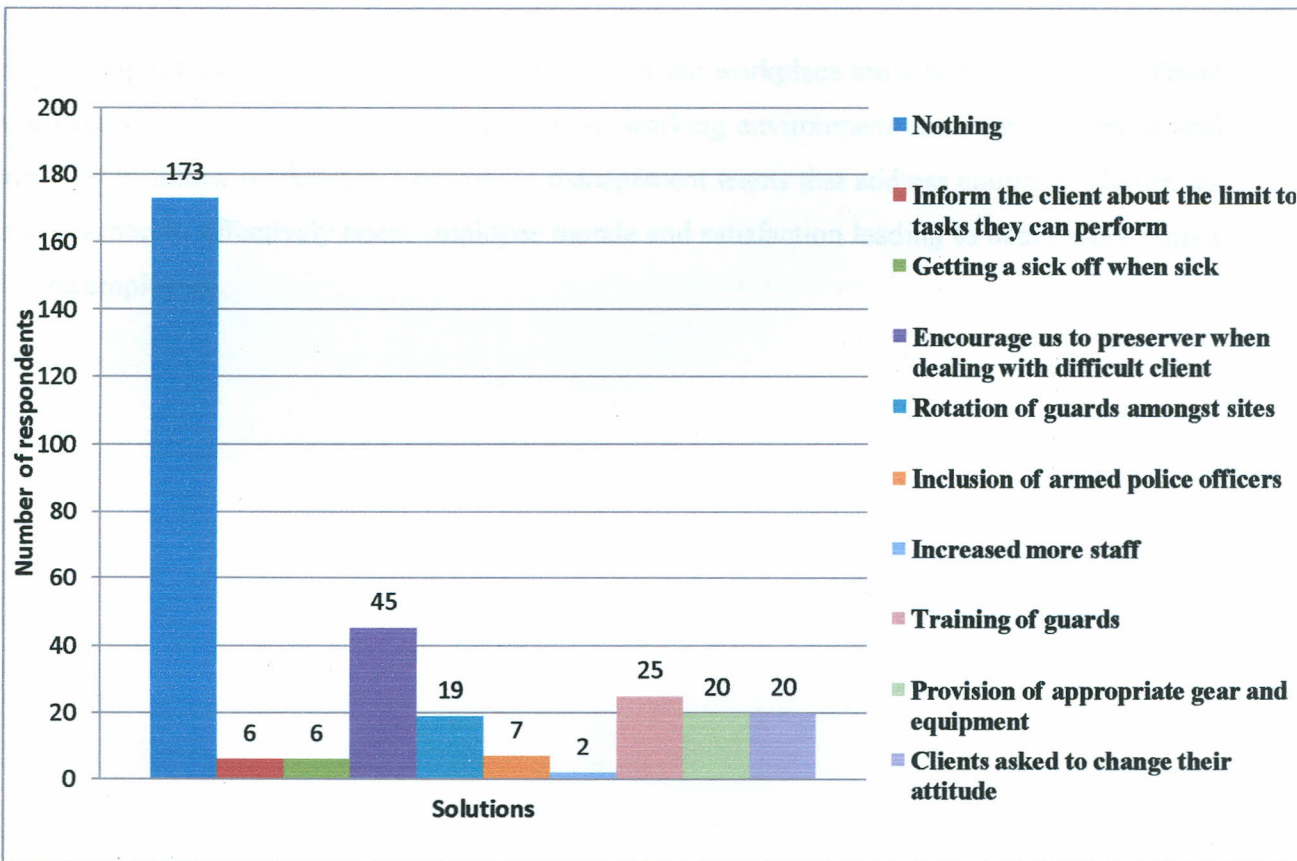


Figure 4.19: Management solutions to reported problems

According to the study findings, 54% (173) of the respondents said that the management is doing nothing to try and solve some of the problems they experience. Fourteen percent (45) of the respondents said that the management encourages them to persevere when experiencing some of these difficulties while 8% (25) of the respondents have taken their personnel for extra training. Six percent (20) of the respondents were provided with the appropriate gear and equipment for to

carry out their duties while a further 6% (20) say that the clients were asked to change their attitudes towards the security personnel. Six (19) of the respondents said that as a result of lack of cooperation amongst respondents, the management dismisses or transfers some of the uncooperative personnel to different stations, 2% (7) said they were given direct police hotlines to call in case of armed robbers attack, 2% (6) of the respondents said that the management informed the clients not to be giving respondents duties out of their job description while a further 2% (6) of the respondents were given sick off when they were sick. One percent (2) of the respondents said that they increased more personnel at various sites.

According to Ruyter & Brack (1993), challenges in the workplace are a fact of work life. These challenges vary depending on terms of service, working environment and even perception and attitudes of fellow workmates. Company's management teams that address employee challenges and complaints effectively boost employee morale and satisfaction leading to better work output by the employees.

4.5.6 Reasons for Some Problems Persisting

Table 4.4: Reason for some problems persisting

Reason	Frequency	Percent
Negligence of our complaints by seniors and management	218	67
Poor attitudes by clients about their job	35	11
Lack of respect by visitors for our job	25	8
People coming from different backgrounds	11	3
Poor coordination amongst staff	10	3
Lack of adequate working materials and equipment	8	2
Ignorance of security personnel duties by clients	5	2
Increased insecurity in the country	4	1
Tribalism	3	1
Continual dismissal of staff leading to shortages	2	1
Having more female s than male s	2	1
Total	323	100

According to the study findings, 67% of the respondents said that the problems have persisted due to negligence of their complaints by the management and seniors, 11% said that the some problems persisted because of the poor attitudes of clients and visitors towards the personnel, 8% pointed out that problems have persisted due to ignorance of security personnel while 3% of the respondents said it is because they meet people from different backgrounds. Three percent of the respondents said that some problems have persisted due to poor coordination among personnel in various sites, 2% said that it is out of lack of adequate working materials and equipment, 2% said it is out of ignorance of stipulated personnel' duties by clients, 1% said it is due to the fact that there has been an increase in insecurity in the country while 1% cited tribalism as one of the reasons why problems at work persist. One percent of the respondents said some problems have

persisted due to continuous dismissal/resigning of staff members leading to shortages in given assignments while a further 1% of the respondents said it is because there are more female guards than male guards.

The study established that according to the management of sampled PSCs, the challenges they face were totally different from those of the personnel with none citing any of the challenges raised by the personnel as shown in table 4.4 above. However, according to the management of PSCs the major challenge they face is lack of a regulated private security industry where anyone can come, register under the societies act and do business. They said that this has led to a reduction in the security standards such as no provision of training to personnel and mushrooming of the so called briefcase organizations from shoddy companies. They also pointed out that undercutting and very low pay of staff from some companies has resulted to thefts and collusion with thugs therefore tarnishing the name of the private security industry. In support of this, Kamenju et al., (2004:1), points out that considerable regulatory challenges exist in the private security industry in Kenya which should be addressed.

The study also revealed that indeed the clients of PSCs think that the PSCs are facing some challenges where the greatest challenge is poor payment of staff making them tempted to steal leading to loss of trust by some clients. In support of this, Abrahamsen & Williams 2005a:3, 17; Kamenju et al 2004:107 argue that "Poorly paid security personnel and more specifically guards may collude with criminals and conspire against clients". They also felt that subjecting the personnel to very long working hours, leads to inefficiencies of their services due to fatigue. As a result, the personnels fall asleep in their duty stations especially at night. The clients also pointed out that Private Security Companies in the country are unarmed, but operate in a highly armed environment where criminal individuals and gangs have easy access to firearms.

4.6 Suggestions on What Can Be Done to Improve PSCs Service Delivery

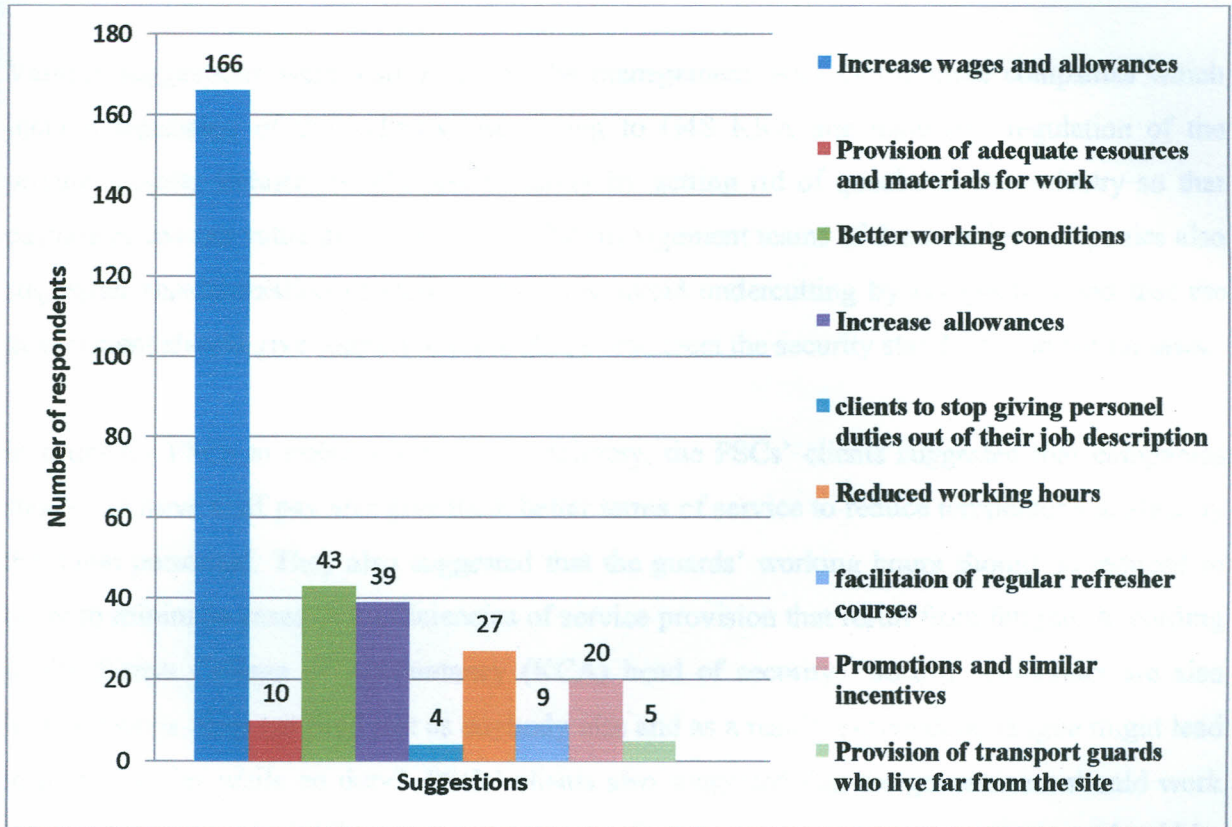


Figure 4.20: Suggestions on what PSCs should do to make services more efficient

The majority of the respondents which is 51% (166) suggested that their companies should increase their salaries and allowances, 13% (43) suggested that they should be provided with better working conditions, 12% (39) suggested that their companies should increase their allowances while 8% (27) suggested a reduction in their working hours. Six percent (20) of the respondents suggested they should be given promotions, incentives or pay rise depending on work quality and years of service, 3% (10) suggested that they be provided with adequate resources and material for work, 3% (9) of the respondents suggested that they should be given regular refresher courses on regular basis, while 2% (5) said that the respective management teams should attend to their problems promptly. One percent of the respondents suggested that the clients should stop giving personnel extra duties that are not in their job description while

only 1% (4) suggested the provision of transport for personnel who live far from their work stations. According to them this would boost their moral to work hence improve on service delivery.

Various suggestions were also given by the management team of the three companies which include regulation of the industry. According to G4S KRA site manager "regulation of the private security industry would restore sanity by getting rid of quacks in the industry so that customers can see value in our services". The management teams of the sampled companies also suggested standardization of staff payments to avoid undercutting by competitors and that the government should give support to those PSCs who meet the security standards and labour laws.

In order for PSCs to improve on service delivery, the PSCs' clients suggested that companies should improve staff pay and give them better terms of service to reduce temptations to steal by the some personnel. They also suggested that the guards' working hours should be reduced in order to minimize cases of inefficiencies of service provision that result from fatigue. According to the Kenya College of Accountancy (KCA) head of security, "security personnel are also human beings, they get tired just as anybody else and as a result, experienced fatigue might lead to inefficiencies while on duty". PSCs' clients also suggested that the government should work hand in hand with the PSCs to improve security. They also suggested the government should be involved in selection, vetting and training of s before licensing their use of fire arms.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of the Findings

5.1.1 Characteristics of PSCs Personnel

According to the study findings it was revealed that majority of the personnel are between the ages of 20 and 30 years as shown on Table 4.1. It also was noted from the study findings that the sex representation was not balanced among the respondents with 81.1% of the respondents being male and only 18.9% being female. On education, the study established that majority of the respondents that is 74% had attained O-level. Eighteen percent of the respondents had furthered their education in tertiary collages, while only 8% of respondents had not attained O level. The study also revealed that majority of the respondents (93.8%) of the respondents had been trained according to their job description with 63% of the respondents having attended at least one refresher course.

5.1.2 Security Services Offered by PSCs

The study established that the respondents worked in various departments such as executive protection services; fire marshall, cash in transit, dog unit, mobile patrol and responses, courier, installation and servicing of electronic equipment with majority (79%) working in the manned guarding department (Figure 4.1). Large companies offer most of the above services while small companies offer mostly manned guarding services with an option of dog services.

The findings of this study established that there were a lot of similarities in responses from the management. This is based on the fact that these companies are in the same industry providing services to the same market with similar needs. G4s and BM offers the following services: Man guarding with an option of dog services, cash management services, electronic security, courier services close person protection services and Security consultation services. Brinks, which is a relatively smaller company only offers manned guarding with an option of dog services. Only G4s offers fire management services.

The study also established that there were also similarities in responses from the sampled PSCs' clients who mostly contract; manned guarding and dog services. It was also revealed that the main reasons for clients acquiring PSCs services include; growing insecurity in Nairobi and inadequate security provision from state security providers. They also pointed out that it is cheaper to outsource security services from private security as compared to hiring your in-house security personnel because the PSCs cover expenses such as pension and allowances and the fact that they work for more than eight hours and don't require overtime pay for the services they provide during the extra hours.

5.1.3 Perception on Level of Customer Satisfaction

According to the study findings all the PSCs' corporate clients are generally satisfied with the services that they are receiving from the PSCs currently serving them. They also said that the security situation has improved security in their places of work indicated by low incidence reports.

The security personnel (95%) felt that their customers are satisfied with their services and according to them; this was indicated by the fact that clients extended their contracts; clients told them when they had done a good job and that there were no complaint from the supervisors. Majority of the personnel (38.4%) said that they had not received any complaints from their clients so far. For those who had received complaints, the largest portions (33.3%) were due to performing security checks to people at entrances and exits of assigned premises.

The findings revealed that the management staffs, of PSCs think that their customers are satisfied with the services they provide to them. This is indicated by repeat acquisition of services by their clients, referral to other clients and reports from customer satisfaction surveys they conduct regularly.

5.1.4 Challenges Faced by PSCs in Their Line of Duty

Various respondents pointed out some of the challenges they experience which include harassment from clients, patrols, clocking, uncooperative staff, access control, searching visitors, duty allocations and providing customer care services. Poor pay, harassment and abuse from visitors are the most prevalent challenges (Figure 4.13). A large portion of the respondents (56%) also felt that the management is doing nothing to try and solve these problems and that this is one of the reasons why they have persisted. A majority of the respondents work for 12 hours a day which is very uncomfortable, posing a challenge to their service delivery.

According to the management, the major challenge the industry faces is lack of a regulated private security industry leading to the mushrooming of the so called briefcase organizations and shoddy companies. Undercutting and very low pay of staff from some companies have also resulted to thefts and collusion with thugs by security personnel from some companies thus tarnishing the name of the private security industry was also seen as a challenge.

Clients of PSCs said the challenge that PSCs face is poor pay of their staff making them tempted to steal and subjecting some their personnel to long hours resulting to inefficiency due to fatigue. They also pointed out that Private security companies are unarmed, but operate in a highly armed environment where criminal individuals and gangs have easy access to firearms which pose a challenge to their service delivery.

5.1.5 Suggestions on Improvements of Service Delivery

Recommendations put forward by the security personnel include: increase in wages and allowances, provision of adequate resources and materials for work, provision of better working conditions, and employment of more security personnel to reduce staff shortages, reduction of working hours, promotions and similar incentives and transport provision for workers to and from work as indicated in Table 4.7.

Suggestions given by the management team include regulation of the private security industry, standardization of staff payments to avoid undercutting by competitors and that the government should give support to those PSCs who meet the security standards and labour laws.

The PSCs' clients suggested that companies should improve staff pay and give them better terms of service to reduce the tendency of personnel getting tempted to steal. They also suggested reduction of some personnel working hours such as guards in order to minimize cases of inefficiencies in service delivery.

In view of the above, the following recommendations were made:

The government through the Ministry of Labour should set minimum standards for PSCs should comply with in areas such as minimum wage, working hours, working conditions and safety and other employment-related issues.

The government should create a body to create and enforce laws and regulations that will govern the private security industry through licensing and regulation of the private security industry in the country.

The professional security associations in the country, that is, PSIA and KSA should come in and help promote self-regulation and professionalism in the sector.

The PSCs management team should address the problems encountered by personnel regularly to avoid re-occurrence and persistence of the same problem.

Conclusions

Based on the study findings it can be concluded that indeed private security companies do contribute in security provision for corporate organisations through a variety of services tailor made to suit clients security needs. Notably, the characteristics of their personnel are in line with the Kenya private security industry associations' requirements thus promoting professionalism in the sector and provision of quality services leading to customer satisfaction. However, from the study findings it can also be concluded that undeniably the PSCs personnel do encounter some challenges in their line of duty that affect service delivery with the most prevalent being poor pay, long working hours and harassment and abuse by clients and guests.

5.3 Recommendations

In view of the above conclusions the following recommendations were made:

- i. The government through the Ministry of Labour should set mandatory standards that all PSCs should comply with in areas such as minimum wage, insurance, vetting, training health and safety and other employment-related issues.
- ii. The government under the Ministry of Internal Security should enact and enforce laws that will introduce adoption of effective government regulation through licensing and monitoring schemes of the private security industry in the country.
- iii. The professional security associations in the country, that is, PSIA and KSIA should come in and help promote self-regulation and professionalism in the sector.
- iv. The PSCs management teams should address the problems encountered by personnel promptly to avoid re-occurrences or persistence of the same problem

5.4 Recommendations for Further Research

- A study should be conducted to shed some light on the roles of the professional security associations in Kenya that is KSIA and PSIA.
- A study should also be conducted to establish the impact of the expanding private security industry on crime.

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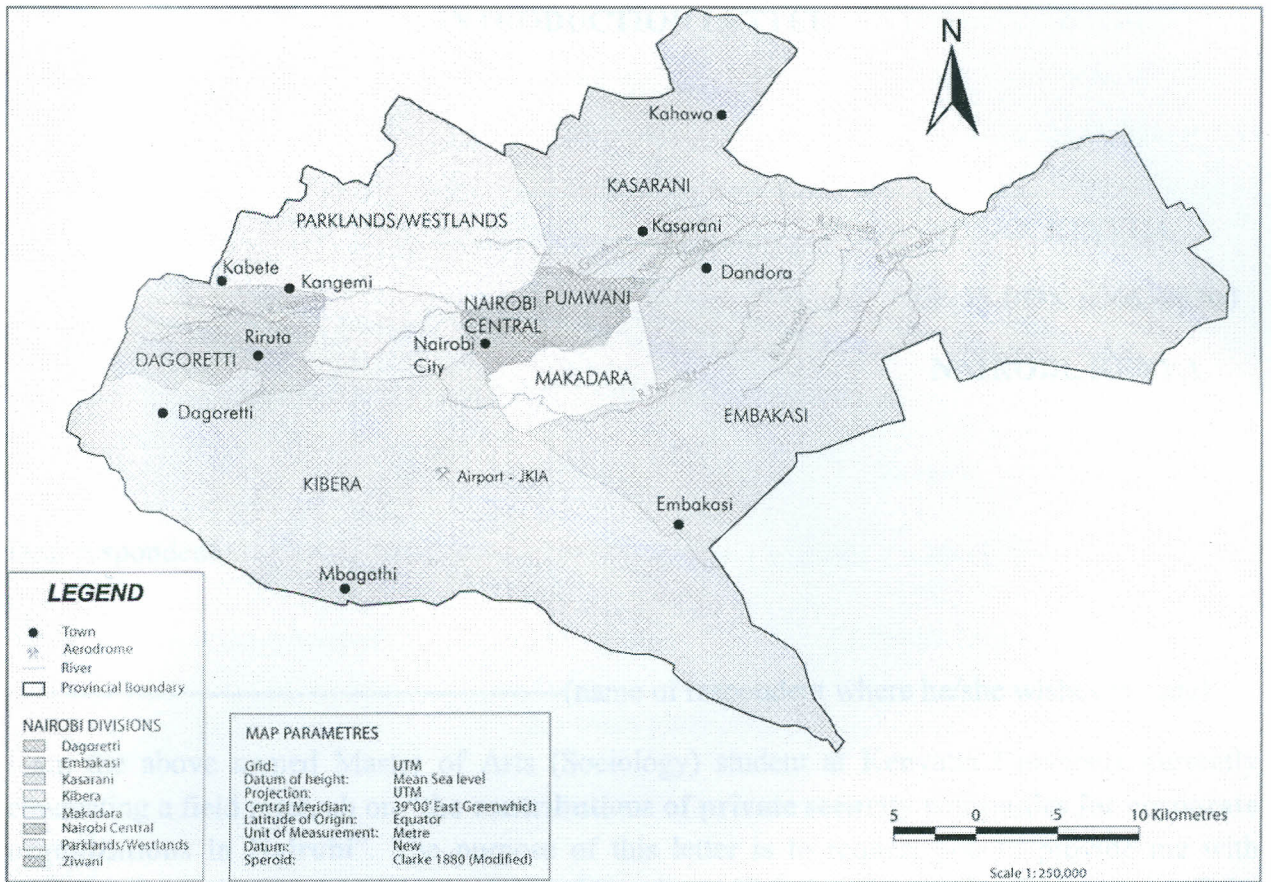
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Appendix A: Map of Nairobi Province



Appendix B: Introduction Letter

INTRODUCTION LETTER

SUSAN KINYUA

P .O.BOX 6066 -00300

NAIROBI, KENYA

Dear respondent

------(name of respondent where he/she wishes to state)

I am the above named Master of Arts (Sociology) student at Kenyatta University currently conducting a field research on **“the contributions of private security companies for corporate organizations in Nairobi”**. The purpose of this letter is to request you to provide me with related information in this regard. This information will be used only for the purpose of the study.

Thank you in advance

Your faithfully

Susan kinyua

Appendix C: Field Research Questionnaires

My name is Susan Kinyua, a postgraduate student at Kenyatta University pursuing Master of Arts degree in sociology. I am currently conducting a research on “The role of private security companies in mitigating insecurity”. I kindly request you to help me facilitate this study by answering the following questions. The information given here will be treated with strict confidence and will only be used for academic purposes.

Section A: Background Information

Please tick the appropriate answer for the following questions

Sex Male Female

Age 18 and below 18-30 30-40 above 40

Level of education attained Primary Secondary

If others state

Fluent Languages English Kiswahili Mother tongue

All

Height

Weight

Section B: Services

1. What security department do you work in?

ing If other state

Dog Unit

Cash In Transit

Mobile Patrol Unit

Fire Management

2. Did the company facilitate any form of training for the services you provide?

Yes

No

3. If yes, how long did the course take

.....

4. Have you ever attended atleast on refresher course since you started working for the company?

Yes

No

Section C: customer satisfaction

1. Do you feel your services have helped scale down insecurity in your place of work?

Yes

No

2. Do you feel that your clients are satisfied with the services you offer?

Yes

No

3. If yes, what are the indicators?

.....
.....
.....

4. What are the most frequent complains you receive?

.....
.....
.....
.....

5. What are you doing as personnel to stop or minimize clients' complaints?

.....
.....
.....
.....

6. What is the management doing to stop or minimize clients' complaints?

.....
.....
.....
.....

Section D: Challenges

1. Do you face any challenges while you are on duty?

- Yes No

2. If yes, briefly describe the nature of these challenges?

.....
.....
.....
.....

3. How often do you encounter them?

- Rarely Often Very often

4. Which of the challenges mentioned are persistent?

.....
.....
.....

Section E: Service Delivery

1. Give suggestions on what can be done to help you improve on service delivery?

.....

.....

.....

Appendix D: Interview Schedule Questions for the Management of the Private Security Companies

1. What services do offer as a private security company in terms of security?
2. What criteria do you use when recruiting your staff members
3. How have these services helped scale down insecurity in Nairobi?
4. What services are mostly contracted by your clients?
5. Are most of your customers satisfied with these services?
6. What is the most frequent type of complaints you receive from your clients?
7. Do you offer any kind of training for your staff?
8. Are your clients distributed throughout Nairobi or just in some places?
9. What are the factors that are leading to the increase in demand of your services?
10. What are the challenges that PSCs are facing in Nairobi?
11. What can be done to improve service delivery of PSCs holistically in Nairobi?

Appendix E: Interview Schedule Questions for The corporate Clients of The Private Security Companies.

1. For how many years has your company used private security?
2. What was the main reason for you to acquire the services of PSCs?
3. What PSCs services does your company acquire?
4. Since your acquired their services how can you describe the security situation in the business?
5. Do your clients feel more secure within the business premises now that you have private security?
6. Has business improved since you acquired the services of PSCs?
7. Does your company prefer the PSCS services to the Kenya police?
8. What are the factors you feel that challenge the PSCs that work for this company?
9. What do you feel can be done to counter this?
10. What do you feel can be done to improve the PSCs service delivery to your company?

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